



Departmental Budgets

Departmental Budgets



DESCRIPTION

This Part of the *2003-2004 Biennial Budget* presents the Budget on a Department-by-Department basis.

A City of Cincinnati organization chart is provided.

Budgetary data for each of the various City Departments or Agencies charged with implementing the budgetary objectives established by the City Council is also provided.

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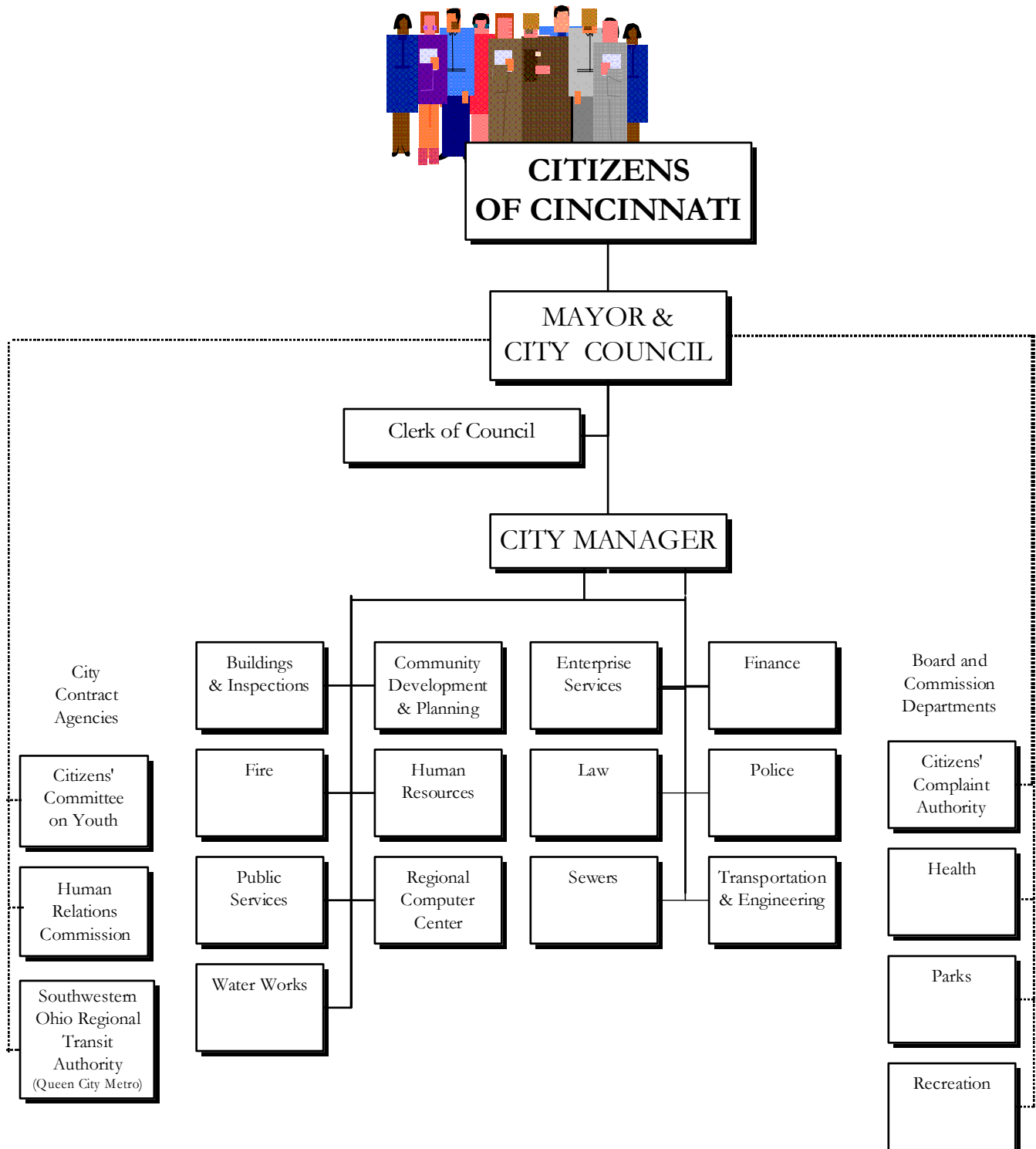
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CITY OF CINCINNATI





BUDGET SUMMARIES BY DEPARTMENT

Departmental Budget summaries include the following:

- < a Mission Statement
- < a statement of Departmental Functions and Duties
- < an Expenditure and Staffing Summary table,
- < an Explanation of Budget Changes, and
- < an Explanation of Staffing Changes.

Mission Statements were prepared by the Departments and express their primary purpose(s).

Departmental Functions and Duties state how a Department will carry out its Mission. It provides additional details concerning what it is that a Department does - that is, the services it provides.

The Expenditure and Staffing Summary table includes the total cost for each Department, by fund type, including employee benefits and other non-departmental costs as appropriate (debt service, motorized equipment, and General Fund overhead). The Expenditure tables do not include internal service funds because the revenue is received from interdepartmental billing for services. For example, the City Hall printing services fund is not included because the in-house printing costs are already in the non-personnel budgets of other Departments. It would be a "double count" of costs to include internal service funds within the Expenditure tables.

The Explanation of Budget Changes describes the significant budget changes included in the 2003-2004 budget after considering the budgeted wage and inflation increases. To continue 2002 services into 2003 the budgeted increase for salaries is 3.0% and the budgeted increase for non-personnel items, such as supplies and services, is 1.9%. For 2004, the budgeted increase for salaries is 3.0% and the budgeted increase for non-personnel items is 2.5%. The explanation of budget changes focuses on the departmental part of the budget which includes personnel costs and supplies and services. Since employee benefits and General Fund overhead are calculated as a percentage of personnel costs (23% and 7.7%, respectively) and these percentages do not vary among departments, they are not explained further. Debt service and motorized equipment budget changes are described if they are significant.

The Explanation of Staffing Changes describes the 2003-2004 staffing changes compared to the 2002 staffing plan for the Department.



CITY COUNCIL

Mission Statement

The mission of the City Council is to effectively conduct all legislative functions of the City of Cincinnati. All legislative powers of the City are vested in the City Council subject to the terms of the City Charter and the terms of the Constitution of the State of Ohio.

Functions & Duties

- ◆ **Council Committees.** The major portion of the work of the City Council is conducted by committees. The committee system enables citizens to be heard on matters of particular interest to them at regularly scheduled meetings of each committee and it provides the means for committees to thoroughly consider items before them recommending action to the full City Council. The standing committees of the City Council are:
 - ◆ Finance Committee
 - ◆ Health, Social and Children Services, Small Business Development, Employment and Training Committee
 - ◆ Neighborhood and Public Service Committee
 - ◆ Community Development & Intergovernmental Committee
 - ◆ Law and Public Safety Committee

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$1,418,310	\$1,425,000	0.5%	\$1,438,590	1.0%
Restricted Funds					
Total	\$1,418,310	\$1,425,000	0.5%	\$1,438,590	1.0%
Total With Employee Benefits	\$1,640,190	\$1,647,480	0.4%	\$1,664,010	1.0%
All Funds Staffing	27.0	27.0	0.0	27.0	0.0

Explanation of Budget Changes

The City Council's 2003 all funds departmental budget of \$1,425,000, not including employee benefits, is a 0.5% increase over the 2002 budget. The budget consists of \$521,040 in salaries for the Councilmembers and \$100,440 for each of the nine Councilmember offices. The budget change is primarily due to a 1.3% salary increase for the nine elected officials and no increase to the budget of the Councilmember offices. Councilmember salaries are established by law as 75% of a County Commissioner's salary. The County Commissioners receive a salary increase of the lesser amount based on the change in the Consumer Price Index or 3.0%. The Consumer Price Index change as of September 30, 2002 was 1.3%. The 2004 departmental budget increases the Councilmember salaries, which are set by law, and holds the remainder of the budget at the same level as in 2003.

Departmental Budgets



City Council Continued

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total FTE is 27.0 for 2003 and 2004 which is the same as the 2002 budget.



OFFICE OF THE MAYOR

Mission Statement

The mission of the Mayor's Office is to serve the citizens of Cincinnati by providing the highest quality constituency service and by proposing and implementing programs that improve the quality of life for people and neighborhoods.

Functions & Duties

- ◆ **City Spokesperson:** The Mayor speaks for all citizens and the Office of the Mayor has the opportunity to offer general policy directions and leadership for the City.
- ◆ **Preside over City Council Meetings:** The Mayor presides at the City Council meetings and is responsible for conducting the business of the City Council in an orderly and efficient manner. The Mayor appoints the Vice Mayor and Council Committee Chairs.
- ◆ **City Leader:** In time of public danger or emergency, the Mayor may, with the consent of the City Council, take command of the police, maintain order and enforce the law. Should it be deemed necessary, the Mayor may request the Governor to assist the City in restoring order.
- ◆ **Board Appointments:** The Mayor appoints citizens to various boards and commissions with approval from City Council.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$462,490	\$442,990	-4.2%	\$446,000	0.7%
Restricted Funds					
Total	\$462,490	\$442,990	-4.2%	\$446,000	0.7%
Total With Employee Benefits	\$551,370	\$527,540	-4.3%	\$531,350	0.7%
All Funds Staffing	6.0	6.0	0.0	6.0	0.0

Explanation of Budget Changes

The Office of the Mayor's all funds 2003 departmental budget of \$442,990, not including employee benefits, is a 4.2% decrease from the 2002 budget. After considering inflationary increases and a 1.3% increase in the salary of the Mayor which is set by law, the 2003 budget change is primarily due to a voluntary 7.0% reduction. The 2004 departmental budget increases the Mayor's salary, which is set by law, and holds the remainder of the budget at the same level as 2003.

Departmental Budgets



Office of the Mayor Continued

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total FTE is 6.0 for 2003 and 2004 which is the same as the 2002 budget.



CLERK OF COUNCIL

Mission Statement

The mission of the Office of the Clerk of Council is effective custodianship and safeguarding of all official records and documents of the City Council.

Functions & Duties

- ◆ **City Council support:** The Clerk and the Clerk's staff prepare the agenda for each committee and the "Calendar" for the weekly session of the City Council. The office is responsible for informing citizens of public hearings in which they would have a special interest. All City Council committee meetings are videotaped for broadcast on the public access channel.
- ◆ **Keeping the public informed:** The City Bulletin, published weekly by the Clerk of Council, is the official publication of the City of Cincinnati. Ordinances, resolutions, motions, and various legal notices are published in the City Bulletin. Other publications available from the Clerk's Office are the Charter of the City of Cincinnati, the Cincinnati Municipal Code, a directory of City Councilmembers and committee assignments, committee agendas, and the City Council calendar.
- ◆ **Other Services:** Certification of documents and the verification of residence in Cincinnati are additional services provided by this office.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$1,281,770	\$822,830	-35.8%	\$1,045,470	27.1%
Restricted Funds					
Total	\$1,281,770	\$822,830	-35.8%	\$1,045,470	27.1%
Total With Employee Benefits	\$1,345,110	\$885,320	-34.2%	\$1,109,570	25.3%
All Funds Staffing	7.0	7.0	0.0	7.0	0.0

Explanation of Budget Changes

The Office of the Clerk of Council's all funds 2003 departmental budget of \$822,830, not including employee benefits, is a 35.8% decrease from the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the budget decrease is primarily due to the reduction of \$550,000 in the election expense line item. The City Council general election is budgeted every other year and the Mayor's primary election is budgeted every four years (payment is made in the year after the election). The decrease is offset by the addition of \$85,000 for the 2002 Charter election. The 2004 budget is a 27.1% increase over the 2003 budget. After considering inflationary increases, this increase is due to the election expense line item for the 2003 City Council general election. The Board of Elections is estimating that it will cost \$300,000 to fund the City Council general election in November 2003 (payment is made in the year after the election).

Departmental Budgets



Clerk of Council Continued

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total FTE is 7.0 for 2003 and 2004 which is the same as the 2002 budget.



CITY MANAGER

Office of the City Manager

Mission Statement

The mission of the City Manager is the overall administration of the day to day business of operating the City - that is, providing and maintaining the essential services of the City.

Functions & Duties

- ◆ **Executive Branch of the City Government:** The execution of the City Council's decisions is the paramount responsibility of the City Manager after the City Council determines policy and overall direction for the City through its legislative measures.
- ◆ **Chief Executive Officer:** Acting in much the same way as a chief executive officer of a corporation, the City Manager is concerned about the efficient and cost-effective operation of the City. Citizens require and depend upon the City for services. Among them are fire and police protection, recreational facilities, parks, public health clinics, and trash removal. The City Manager delegates responsibility and coordinates the many tasks performed daily by City employees.
- ◆ **Appointment Authority:** In carrying out the responsibilities of fiscal planning and of other areas of City government, the City Manager has the authority to appoint three Assistant City Managers and the heads of Departments and Divisions with the exception of the three Departments overseen by boards and commissions.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$1,255,020	\$1,454,900	15.9%	\$1,496,690	2.9%
Restricted Funds		\$331,580		\$342,570	3.3%
Total	\$1,255,020	\$1,786,480	42.4%	\$1,839,260	3.0%
Total With Employee Benefits	\$1,418,750	\$2,040,960	43.9%	\$2,106,560	3.2%
All Funds Staffing	9.5	19.0	9.5	19.0	0.0

Explanation of Budget Changes

The Office of the City Manager's all funds 2003 departmental budget of \$1,786,470, not including employee benefits, is a 42.3% increase over the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the General Fund budget change is primarily due to an increase of \$105,000 for an Assistant City Manager position, \$90,190 for an Assistant to the City Manager position who will assist the City Manager with economic development, \$90,190 for an Assistant to the City Manager to perform Public Information duties, and three additional administrative personnel. This increase is offset by reductions in both personnel and non-personnel line items totaling \$22,400.



City Manager's Office Continued

As part of the citywide reorganization plan, CitiCable was transferred to the Office of the City Manager from the General Services Department. The amount of \$331,580 from the Cable Communications Fund is added to the departmental budget.

The 2004 budget changes primarily by inflationary increases.

Explanation of Staffing Changes

General Fund	5.5	Restricted Funds	4.0	All Funds	9.5
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The total all funds FTE is 19.0 for 2003 and 2004 which is an increase of 9.5 FTE over the 2002 budget. The General Fund net increase of 5.5 FTE reflects a 0.5 FTE reduction for the Citizens' Police Review Panel, an addition of 3.0 FTE for senior staff positions, and an addition of 3.0 FTE for administrative personnel. The transfer of the CitiCable operations results in an addition of 4.0 FTE in Restricted Funds.



CITY MANAGER

Contract Compliance and Administrative Hearings

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$923,680		-100.0%		
Restricted Funds	\$76,360		-100.0%		
Total	\$1,000,040		-100.0%		
Total With Employee Benefits	\$1,176,360		-100.0%		
All Funds Staffing	16.2		(16.2)		

Explanation of Budget Changes

The operating budget for the Office of Contract Compliance and Administrative Hearings does not carry over into 2003 in the Office of the City Manager. As part of the citywide reorganization and focus on basic services, the Office of Contract Compliance and Administrative Hearings is being decentralized. The Office of Contract Compliance is moved to the Purchasing Division of the Finance Department. Administrative Hearings is moved to the Law Department, and the Equal Employment Opportunity Office is moved to the Department of Human Resources.

Explanation of Staffing Changes

General Fund	(15.2)	Restricted Funds	(1.0)	All Funds	(16.2)
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A total of 5.0 General Fund FTE, including the Director's position, are eliminated as part of the citywide reorganization plan. Subsequently, 6.0 General Fund FTE and 1.0 Restricted Fund FTE associated with the Office of Contract Compliance are transferred to the Purchasing Division of the Finance Department, 3.2 General Fund FTE associated with Administrative Hearings are transferred to the Law Department, and 1.0 General Fund FTE associated with the Equal Employment Opportunity Office is transferred to the Department of Human Resources.



CITY MANAGER

Employment and Training Division

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$1,543,880		-100.0%		
Restricted Funds	\$4,077,490		-100.0%		
Total	\$5,621,370		-100.0%		
Total With Employee Benefits	\$5,702,560		-100.0%		
All Funds Staffing	5.7		(5.7)		

Explanation of Budget Changes

The operating budget for the Employment and Training Division does not carry over into 2003 in the Office of the City Manager. As part of the citywide reorganization plan, this Division is moved to the Department of Community Development and Planning. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the following changes are included in the General Fund: 1) a reduction of \$79,640 (10%) from the Citizens' Committee on Youth's operating contract; and 2) a reduction of \$23,880 (21%) in the Division's non-service contract operating budget. Additional General Fund savings in the net amount of \$10,350 resulted from the elimination of the Employment and Training Manager position as part of the reorganization plan. The function is being supervised with a less costly position. There are no significant changes in Restricted Funds. The change in the 2003 Restricted Funds includes an increase of \$672,870 in the Workforce Investment Act Grant Fund, which offsets the termination of the Temporary Assistance to Needy Families Grant. The remaining balance in the Employment and Training Division is moved to the Department of Community Development and Planning.

Explanation of Staffing Changes

General Fund	(1.4)	Restricted Funds	(4.3)	All Funds	(5.7)
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As part of the citywide reorganization plan, the Employment and Training Manager's position was eliminated. The remaining 1.1 FTE in the General Fund and 3.6 FTE in Restricted Funds are transferred to the Department of Community Development and Planning.



CITY MANAGER

Office of Environmental Management

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$390,330		-100.0%		
Restricted Funds	\$223,620		-100.0%		
Total	\$613,950		-100.0%		
Total With Employee Benefits	\$705,130		-100.0%		
All Funds Staffing	15.0		(15.0)		

Explanation of Budget Changes

The operating budget for the Office of Environmental Management does not carry over into 2003 in the Office of the City Manager. As part of the citywide reorganization and focus on basic services, the Office of Environmental Management is decentralized. Environmental and solid waste planning functions are assumed by the Health and Public Services Departments, respectively. The Employee Safety Program is moved to the Department of Human Resources. The Air Quality Program is discontinued and the air monitoring function will continue as a county function.

Explanation of Staffing Changes

General Fund	(4.0)	Restricted Funds	(11.0)	All Funds	(15.0)
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A total of 4.0 General Fund FTE, including the Director's position, and 7.0 Restricted Fund FTE are eliminated as part of the citywide reorganization plan. Subsequently, 3.0 FTE from Restricted Funds associated with the Employee Safety Program are transferred to the Human Resources Department and 1.0 Restricted Fund FTE is transferred to the Health Department.



CITY MANAGER

Internal Audit Division

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$466,840		-100.0%		
Restricted Funds					
Total	\$466,840		-100.0%		
Total With Employee Benefits	\$552,060		-100.0%		
All Funds Staffing	8.0		(8.0)		

Explanation of Budget Changes

The operating budget for the Internal Audit Division does not carry over into 2003 in the Office of the City Manager. As part of the citywide reorganization, it is moved from the City Manager's Office to the Finance Department. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the budget change is primarily due to a decrease of \$49,570 for the reduction of one Senior Internal Auditor position and associated non-personnel costs. The remaining balance in the Internal Audit Division budget is transferred to the Finance Department.

Explanation of Staffing Changes

General Fund	(8.0)	Restricted Funds	0.0	All Funds	(8.0)
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A total of 6.0 FTE are transferred to the Finance Department as part of the citywide reorganization plan. A transfer of 1.0 FTE in the General Fund was made to the Office of the City Manager during 2002. In addition a reduction of 1.0 FTE in the General Fund was made during 2002.



DEPARTMENT OF BUILDINGS AND INSPECTIONS

Mission Statement

The mission of the Buildings & Inspections (B&I) Department is to protect the health and safety of the citizenry by ensuring the quality and integrity of the City's housing stock; to promote economic development by maintaining the quality of commercial construction; and to enforce the laws and codes established to further these goals. The City of Cincinnati, Department of Buildings & Inspections affirms that the most appropriate manner in which to fulfill its mission is through partnership with the building community, whether private homeowners, commercial developers, or design professionals.

Functions and Duties

B&I is composed of the Office of Administration, the Building Inspection Division, and the Permit and Plan Review Division.

◆ Building Inspection Division (BID):

The Housing Inspection Section is charged with the administration of codes and inspection of existing housing and housing alterations, mechanical and electrical equipment, outdoor advertising signs, zoning code enforcement, and the demolition and mothballing of nuisance buildings. Other activities include the the remodeling and repair of existing residences.

- ◆ The General Building Inspection (GBI) Section is responsible for the inspection of all new construction, all non-residential structures, demolitions, alterations, additions, and the inspection of related elevator, plumbing, mechanical, and electrical equipment. This Section is responsible for assuring that the approved plans are followed and all building and zoning codes are complied with to insure the safety and protection of our citizens and visitors to our community. GBI works closely with the Fire Division's Fire Prevention Bureau in the regulation of places of assembly and the elimination of safety hazards in existing public and institutional buildings.

Permit and Plan Review Division (PPR)

- ◆ The Permit and Plan Review (PPR) Division is responsible for the issuance of licences and permits.

The duties of PPR include the examination of plans to ensure that they comply with the requirements of the Zoning Code and the Building Code and the handling of appeals on building and zoning code enforcement. The PPR Section also staffs the Customer Service Center.



Department of Buildings and Inspections Continued

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$5,447,820	\$5,252,540	-3.6%	\$5,411,810	3.0%
Restricted Funds	\$41,810	\$43,050	3.0%	\$44,170	2.6%
Total	\$5,489,630	\$5,295,590	-3.5%	\$5,455,980	3.0%
Total With Employee Benefits	\$6,619,130	\$6,394,900	-3.4%	\$6,592,460	3.1%
All Funds Staffing	108.0	102.0	(6.0)	102.0	0.0

Explanation of Budget Changes

The Department of Buildings and Inspections all funds 2003 departmental budget of \$5,295,590, not including employee benefits, is a 3.5% decrease from the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the 2003 budget changes primarily by a reduction of \$326,000 for 6.0 FTE and the reimbursement of \$100,000 (for 2.0 FTE) from CDBG Fund 304 for increased concentrated code enforcement. The 2004 budget changes primarily by inflationary increases.

Explanation of Staffing Changes

General Fund **(6.0)** **Restricted Funds** **0.0** **All Funds** **(6.0)**

The total FTE is 102.0 for 2003 and 2004, which is a decrease of 6.0 FTE from the 2002 budget. This reduction reflects a General Fund decrease of 6.0 FTE.

2003-2004 Capital Budget

The Department of Buildings and Inspections' Biennial Capital Budget totals \$58,000 in 2003 and \$83,000 in 2004. A total of \$58,000 in 2003 and \$63,000 in 2004 is included in the General Capital Budget, with \$20,000 in 2004 included in the Restricted Funds Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program.



CITIZENS' COMPLAINT AUTHORITY

Mission Statement:

The mission of the Citizen's Complaint Authority is to investigate serious interventions by police officers, including but not limited to shots fired, deaths in custody and major uses of force, and to resolve all citizen complaints in a fair and efficient manner.

Functions and Duties:

The Citizen's Complaint Authority has three components: A Board of seven citizens appointed by the Mayor and approved by the City Council, an Executive Director with appropriate support staff, and a team of professional investigators.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$578,020	\$560,210	-3.1%	\$583,730	4.2%
Restricted Funds					
Total	\$578,020	\$560,210	-3.1%	\$583,730	4.2%
Total With Employee Benefits	\$697,290	\$669,530	-4.0%	\$698,460	4.3%
All Funds Staffing	10.0	9.7	(0.3)	9.7	0.0

Explanation of Budget Changes

The Citizens' Complaint Authority is a restructured organization, formerly the Office of Municipal Investigations. The Citizens' Complaint Authority replaces the Citizen Police Review Panel and the police investigation functions of the Office of Municipal Investigations. The Citizens' Complaint Authority's all funds 2003 departmental budget of \$560,210, not including employee benefits, is a 3.1% decrease from the Office of Municipal Investigations' 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the 2003 budget changes primarily by the addition of personnel and non-personnel costs associated with the Citizens' Complaint Authority, including panel members salary and training expenses, and a reduction of an Investigator position. As part of the citywide reorganization an Investigator is transferred to the Human Resources Department to perform municipal non-police investigations. The 2004 budget changes primarily by inflationary increases.

Explanation of Staffing Changes

General Fund (0.3) **Restricted Funds** 0.0 **All Funds** (0.3)

The total FTE is 9.7 for 2003 and 2004 which is a decrease of 0.3 FTE from the 2002 budget. The decrease is due to the transfer of 1.0 FTE for an Investigator to the Department of Human Resources to conduct municipal non-police investigations and the addition of 0.7 FTE for the Citizens' Complaint panel for the purpose of complying with the policing agreements.



DEPARTMENT OF COMMUNITY DEVELOPMENT AND PLANNING

Mission Statement

The Department of Community Development and Planning is an innovative, proactive partner in providing quality housing, economic opportunity, social services, and arts and culture for all citizens.

Functions & Duties

- ◆ **Housing Development:** Provides support to developers for rehabilitation of existing housing and new housing development.

- ◆ **Human Services:** Administer the following programs:

Arts Grant Programs: The City of Cincinnati's arts allocation provides partial support to Cincinnati-based major arts and cultural organizations and funds competitive grant programs for individual artists and small arts organizations. Artists and small arts organizations may apply for either operating support or project support.

Human Services Operating Grants: Grants fund nonprofit agencies and community organizations to deliver human services to City residents. Funded services include basic emergency intervention and treatment services, services that prevent institutionalization and promote self-care, and services that enhance the quality of life. All funded programs must be consistent with the City's Human Services policy.

Public Facilities and Improvement Grants: Grant funds are used to renovate and improve buildings that are located in the City and that house services that are consistent with the City's Human Services Policy. Nonprofit and community organizations may apply for funding. Funds have been used to assist emergency shelter providers, transitional housing projects, social service agencies, community organizations, and contract health centers.

Emergency Shelter Grant Program (ESG): Operating funds are granted to nonprofit groups and community organizations that are providers of emergency shelters and transitional housing for the homeless.

- ◆ **Community Development Division.** Maximizes the use of available local, state and federal incentives to encourage economic growth in Cincinnati. These sources can supply funding in the form of grants, loans and tax incentives. Examples of frequently used programs include the Community Development Block Grant (CDBG), the HUD 108 Loan Programs, the Ohio Job Creation Tax Credit Program, Small Business Administration (SBA) loans, the Cincinnati Small Business Loan Program, and USEPA and/or State of Ohio Brownfield assistance programs. Conduction an on-going business retention program to improve the efficiencies of existing firms and encourage their growth and expansion in Cincinnati.
- ◆ Brings new sites to the development market with an active brownfields program.
- ◆ Encourages public/private partnerships as a means to spur new development.
- ◆ **Historic Conservation Division.** This division provides administrative support to the Historic Conservation Board, who makes recommendations to the City Council and City Administration on local historic districts, individual designations, and other issues affecting the City's historic resources.



Department of Community Development and Planning Continued

Explanation of Budget Changes

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$8,178,170	\$10,142,400	24.0%	\$10,363,720	2.2%
Restricted Funds	\$1,198,000	\$6,831,150	470.2%	\$6,850,880	0.3%
Department Total	\$9,376,170	\$16,973,550	81.0%	\$17,214,600	1.4%
Total With Employee Benefits	\$9,689,620	\$17,621,060	81.9%	\$17,894,010	1.6%
All Funds Staffing	62.5	87.2	24.7	87.2	0.0

The Department of Community Development and Planning's all funds 2003 departmental budget of \$16,973,550, not including employee benefits, is a 81.0% increase over the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the budget change is primarily due to the merger of the Workforce Development Division (formerly Employment & Training Division), the Land Use Management/Historic Conservation Division, and the Contract Compliance Office into the Department of Community Development and Planning.

The 2003 General Fund budget of \$10,142,400, not including employee benefits, is a 24.0% increase over the 2002 budget. The 2003 General Fund budget includes funding in the amount of \$4,630,350 for the Human Services Policy, an additional \$2,340,390 resulting from the merger of other agencies into the Department, and net additional funding of \$101,000 for three vacant professional positions, two of which are exchanged with two positions from CDBG Fund 304. Increases are offset by \$414,310 in decreased funding for various professional service contracts administered by the Department, \$26,000 in decreased funding for property tax expenses, and \$36,860 in personnel savings realized from the elimination of a vacant clerical position.

The 2003 Restricted Funds budget of \$6,831,150 is a 470.2% increase over the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation, the budget changes in restricted funds are primarily due to the addition of \$4,015,070 in Workforce Investment Act (WIA) grant funds, \$74,070 in Income Tax-Transit funds, \$486,330 in additional Community Development Block Grant (CDBG) funds, and \$53,030 in Income Tax-Infrastructure funds as a result of the merger of the Workforce Development Division, Contract Compliance, and the Land Use Management/Historic Conservation Division into the Department of Community Development and Planning. In addition, a total of \$1.0 million was appropriated in the Citizen Safety Fund for 2003.

General Fund Arts Policy. The approved 2003 Arts Policy funding amount is \$432,170 which is 0.14% of the 2003 General Fund revenue estimate. The 2004 Arts Policy funding amount is \$441,000, which is an increase of \$8,830 over the 2003 amount based on a 2004 General Fund revenue estimate of \$315.5 million.

General Fund Human Services Policy. The approved 2003 Human Services Policy funding amount is \$4,630,350, which is 1.5% of the 2003 General Fund revenue estimate. This amount includes \$172,180 for non-personnel costs, \$370,840 for personnel costs, and \$4,087,330 for contractual services. The 2004 Human Services Policy funding amount is \$4,724,410, an increase of \$94,060 over the 2003 amount based



Department of Community Development and Planning Continued

on a 2004 General Fund revenue estimate of \$315.5 million. Programs include basic emergency intervention and treatment services along with services promoting self-care and the overall enhancement of the quality of life for program participants. A table listing the Human Services Policy contracts for the 2003-2004 biennium immediately follows this summary.

CHRC & CCY. The Department administers the City's contract with the Cincinnati Human Relations Commission. The Cincinnati Human Relations Commission's (CHRC) 2003 General Fund budget of \$419,440 reflects a decrease of \$13,270 from the 2002 budget amount. The Community Development Block Grant budget provides \$25,000 in funding to CHRC in 2003 for continuation of the Back-on-the-Block Program. As a result of the citywide reorganization in 2003, the Department now administers the City's contracts with the Citizens' Committee on Youth. The Citizens' Committee on Youth's (CCY) 2003 General Fund allocation of \$811,090 reflects a reduction of \$4,640 from the 2002 budget. The Community Development Block Grant budget includes \$900,000 in 2003 for continued funding of the Juvenile Delinquency Prevention Program and the It Takes a Village Parenting Program.

Explanation of Staffing Changes

General Fund	13.6	Restricted Funds	11.1	All Funds	24.7
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The total FTE is 87.2 for 2003 and 2004, which is an increase of 24.7 FTE over the 2002 budget. The 13.6 FTE net increase in the General Fund results from the addition of 1.1 FTE in Workforce Development staff, 2.0 FTE in Historic Conservation staff, 6.0 FTE in Contract Compliance staff, and 7.0 FTE in Land Use Management staff. These increases are offset by the transfer of 1.5 FTE from the General Fund to CDBG Fund 304, and the elimination of 1.0 FTE in administrative support staff. The 11.1 FTE increase in Restricted Funds results from the transfer of 1.5 FTE from the General Fund to CDBG Fund 304, the addition of 5.0 FTE in Historic Conservation staff, 1.0 FTE in Contract Compliance staff and 3.6 FTE in Workforce Development staff into the Department of Community Development and Planning.

2003-2004 Capital Budget

The Department of Community Development and Planning's Biennial Capital Budget totals \$34,030,900 in 2003 and \$29,430,000 in 2004 in the General Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program.

Departmental Budgets



Department of Community Development and Planning 2003-2004 General Fund Human Service Policy				
AGENCY NAME	PROGRAM NAME	Year 2002 Funded *	Year 2003 Approved	Year 2004 Approved
ADOLESCENT HEALTH CENTER	Postponing Sexual Involvement for Teens	\$0	\$0	\$0
ADOLPH FRAZIER TREATMENT HOME FOR YOUTH	Adolph Frazier Treatment Home	\$19,335	\$25,000	\$25,000
AIDS VOLUNTEERS OF CINCINNATI	HIV/AIDS Support Services	\$76,999	\$76,000	\$76,000
ALCOHOLISM COUNCIL OF THE CINCINNATI AREA	ATOD Program & Alternative Activities	\$0	\$0	\$0
BETHANY HOUSE SERVICES, INC.	Emergency Shelter	\$81,000	\$81,000	\$81,000
CINCINNATI PUBLIC SCHOOLS	Project Connect	\$30,000	\$30,000	\$30,000
BOYS & GIRLS CLUBS OF GREATER CINCINNATI	Summer Program	\$50,000	\$50,000	\$50,000
CARACOLE, INC.	Caracole House	\$25,000	\$25,000	\$25,000
	SOPHIA Information System	\$20,000	\$0	\$0
CARING PLACE	Emergency Assistance	\$10,000	\$25,000	\$25,000
	Joining our Youth	\$30,000	\$25,000	\$25,000
CATHOLIC SOCIAL SERVICES OF SOUTHWESTERN OHIO, INC.	Family Education Program	\$0	\$0	\$0
CENTER FOR CHILDREN AND FAMILIES, INC.	A Voice	\$0	\$25,000	\$25,000
CENTER FOR COMPREHENSIVE ALCOHOLISM TREATMENT	Substance Abuse Treatment -Detox	\$293,550	\$261,980	\$235,830

Departmental Budgets



CENTER FOR PEACE EDUCATION	Violence Prevention, Conflict Management/Peer Mediation	\$38,500	\$38,500	\$38,500
CHABAD HOUSE OF CINCINNATI	Emergency Shelter for families	\$41,100	\$0	\$0
	Case management supportive services	\$10,200	\$0	\$0
CHILDREN'S HOME OF CINCINNATI, OHIO	Respite Care	\$0	\$25,000	\$25,000
CHURCHES ACTIVE IN NORTHSIDE	Crisis Assistance Ministry	\$25,000	\$25,000	\$25,000
CINCINNATI AREA SENIOR SERVICES, INC.	Representative Payee	\$50,000	\$50,000	\$50,000
	Mt. Auburn Senior Center	\$51,000	\$49,500	\$49,500
	Over-The Rhine Senior Center	\$65,900	\$58,500	\$58,500
CINCINNATI UNION BETHEL	Anna Louise Inn	\$45,000	\$45,000	\$45,000
	Terrace Guild/Emergency Assistance	\$33,000	\$33,000	\$33,000
	Youth Services	\$23,000	\$25,000	\$25,000
COMPREHENSIVE COMMUNITY CHILD CARE	Child Care Resource & Referral	\$110,000	\$110,000	\$110,000
	Parent Education	\$0	\$0	\$0
	Expanding Supply	\$54,000	\$54,000	\$54,000
	Child Care Financial Assistance	\$80,000	\$80,000	\$80,000
COUNCIL ON CHILD ABUSE OF SOUTHERN OHIO, INC.	Child Abuse Prevention	\$29,870	\$27,000	\$27,000
CPC FORENSIC SERVICES	Alternative Interventions for Women	\$0	\$0	\$0

Departmental Budgets



CROSSROADS CENTER	Chaney Allen Children's Evening & Weekend Program	\$24,300	\$25,000	\$25,000
	Adolescent Prevention & Treatment Services	\$51,154	\$50,000	\$50,000
	Outpatient Adult Substance Abuse & Mental Health Treatment Services	\$109,846	\$80,000	\$80,000
DANA TRANSITIONAL BRIDGE SERVICES, INC	Transitional Housing & Supportive Services	\$35,000	\$34,700	\$34,700
DISABLED HELPING DISABLED	Brown Bag Program	\$40,500	\$40,500	\$40,500
DOMINICAN COMMUNITY SERVICES	Girlfriend	\$0	\$0	\$0
	Visions	\$37,000	\$35,000	\$35,000
DRESS FOR SUCCESS	The Professional Women's Group	\$0	\$25,000	\$25,000
FERNSIDE CENTER FOR GRIEVING CHILDREN	Peer Support Loss Groups	\$36,050	\$0	\$0
FIRST STEP HOME	Drug Treatment for Women	\$0	\$25,000	\$25,000
FREE STORE/FOOD BANK, INC.	Client Services Division	\$190,000	\$200,000	\$200,000
FUTURE WORLD PRODUCTIONS	Youth artistic training	\$27,000	\$25,000	\$25,000
GLAD HOUSE, INC	G.L.A.D. House	\$0	\$25,000	\$25,000
GENESIS MEN'S PROGRAM	Comprehensive Employment Assistance	\$0	\$40,000	\$40,000
GOLDEN LEAF OBJECTIVE CORPORATION	Summer Enrichment Training Program	\$0	\$0	\$0
HARVEST COMMUNITY DEVELOPMENT CORPORATION	Harvest Food Pantry	\$18,300	\$25,000	\$25,000

Departmental Budgets



HEALING CONNECTIONS ASSOCIATES, INC.	Direct Care Services for Elderly Persons with Disabilities	\$25,000	\$25,000	\$25,000
HEALTHY VISIONS	Healthy Relationships	\$0	\$0	\$0
HOPE OUTREACH SERVICES	Hope Early Child Development Center	\$40,000	\$40,000	\$40,000
HOUSE OF HOPE, INC	Road to Recovery Program	\$50,500	\$50,500	\$45,500
HOUSE OF REFUGE MISSIONS, INC	Plaza Operation	\$50,000	\$50,000	\$50,000
HYDE PARK MULTI-SERVICES CENTER FOR OLDER ADULTS	Adult Protective Services	\$19,000	\$25,000	\$25,000
IKRON CORPORATION	Community treatment services	\$0	\$0	\$0
INCLUSION NETWORK, INC.	INC Cincinnati	\$0	\$10,000	\$10,000
INDEPENDENT LIVING OPTIONS, INC.	Family Life Services	\$15,000	\$25,000	\$25,000
	Independent Living Skills	\$29,000	\$25,000	\$25,000
INNER CITY HEALTH CARE	Indigent care	\$40,000	\$50,000	\$50,000
	Journey Begins	\$60,000	\$25,000	\$25,000
INNER CITY YOUTH OPPORTUNITIES	Inner City Youth Opportunities	\$100,000	\$50,000	\$10,000
INTERFAITH HOSPITALITY NETWORK OF GREATER CINCINNATI, INC.	Emergency shelter - essential services	\$23,000	\$25,000	\$25,000
JOBS FOR CINCINNATI GRADUATES	Jobs for Cincinnati Graduates	\$0	\$0	\$0
JUSTICE WATCH, INC		\$36,700	\$36,700	\$36,700
LIBERTY LEARNING CENTER	Computer Basics and Life Skills	\$0	\$25,000	\$25,000

Departmental Budgets



LIGHTHOUSE YOUTH SERVICES, INC.	Life Skills Coach	\$30,000	\$30,000	\$30,000
	Runaway/ Homeless Youth	\$50,000	\$50,000	\$50,000
LITERACY NETWORK OF GREATER CINCINNATI	Tutor Training and Coordination	\$24,300	\$25,000	\$25,000
LYDIA'S HOUSE	Lydia's House Services	\$0	\$25,000	\$25,000
MADISONVILLE COMMUNITY COUNCIL	Community Impact Panel	\$0	\$0	\$0
MADISONVILLE EDUCATION & ASSISTANCE CENTER	Emergency Assistance Center	\$25,000	\$25,000	\$25,000
MALLORY CENTER FOR COMMUNITY DEVELOPMENT	SAAPS	\$37,439	\$0	\$0
	Computer Cop	\$39,941	\$55,000	\$55,000
	Emergency Food Pantry	\$35,796	\$35,800	\$35,800
MEMORIAL COMMUNITY CENTER, INC	Security Counts	\$0	\$0	\$0
MERCY CONNECTIONS	Emergency Assistance	\$35,600	\$16,450	\$16,450
MERCY FRANCISCAN SOCIAL MINISTRIES, INC/MERCY FRANCISCAN AT ST. JOHN	Young Father's Program	\$32,000	\$32,000	\$32,000
	Temporary Housing Program	\$22,000	\$25,000	\$25,000
MORNINGSTAR ECONOMIC DEVELOPMENT CORPORATION	Viola's Rec Room	\$0	\$50,000	\$50,000

Departmental Budgets



NORTH FAIRMOUNT COMMUNITY CENTER	Senior Program	\$0	\$0	\$27,850
	Youth Development	\$0	\$25,000	\$25,000
NORTHSIDE COMMUNITY SCHOOL	Northside Community School	\$22,000	\$25,000	\$25,000
OHIO VALLEY GOODWILL INDUSTRIES REHABILITATION CENTER, INC.	Homeless Endeavors for Lifelong Preparedness	\$0	\$0	\$0
OUR DAILY BREAD	Soup Kitchen staffing	\$0	\$25,000	\$25,000
OVER-THE- RHINE/WALNUT HILLS KITCHEN	Kitchen/Pantry	\$0	\$25,000	\$25,000
POSITIVE BEGINNINGS TEEN SERVICES	Support and educational services to teenaged mothers	\$50,000	\$50,000	\$50,000
PUBLIC ALLIES, INC.	Public Allies Cincinnati	\$50,000	\$37,000	\$37,000
RECOVERY RESOURCE CENTER	Recovery Alternatives	\$0	\$0	\$0
SANTA MARIA COMMUNITY SERVICES	Sedamsville Family Resource Center	\$70,000	\$65,000	\$65,000
SERVICES UNITED FOR MOTHERS AND ADOLESCENTS INC	Walnut Hills Teen Parent Center	\$14,000	\$25,000	\$25,000
	Primary Pregnancy	\$41,000	\$41,000	\$41,000
	West End Teen Center	\$45,000	\$25,000	\$25,000
SERVING OLDER ADULTS THROUGH CHANGING TIMES	Leisure Impact for Older Adults	\$0	\$25,000	\$25,000
SEVEN HILLS NEIGHBORHOOD HOUSES, INC.	PRIDE After School/Summer Program	\$0	\$0	\$40,000

Departmental Budgets



SIGN OF THE CROSS	Homeless/low income housing	\$0	\$0	\$0
SOCIETY OF ST VINCENT DE PAUL	Social Services Dept./Emergency Services	\$40,000	\$44,000	\$44,000
SOUTH FAIRMOUNT COMMUNITY CENTER	Youth/GED	\$5,000	\$0	\$0
	Community Outreach	\$25,000	\$25,000	\$25,000
ST ALOYSIUS ORPHAN SOCIETY	Community Saturday Camp	\$0	\$0	\$0
STARFIRE COUNCIL OF GREATER CINCINNATI, INC.	Social Service Outings for Adults	\$0	\$25,000	\$25,000
SUCCESS, INC.	Dressing to Succeed, Professional Imaging Program	\$0	\$25,000	\$25,000
TALBERT HOUSE	281-CARE Crisis Center	\$23,400	\$25,000	\$25,000
	Halfway Houses	\$15,500	\$10,000	\$10,000
	Victims Service Center	\$102,000	\$90,000	\$90,000
TEEN RESPONSE, INC.	Teen Response	\$40,000	\$30,000	\$30,000
TENDER MERCIES, INC.	Supported Housing	\$42,000	\$50,000	\$50,000
THREE (III) SQUARE MUSIC FOUNDATION	Project RAP	\$0	\$0	\$0
TOM GEIGER GUEST HOUSE, INC.	Geiger Transitional House	\$30,000	\$27,200	\$27,200
TRANSPORTATION RESOURCES AND INFORMATION PROJECT, INC.	Transportation Retention Solutions	\$0	\$0	\$0
TREE-OF-LIFE	The Launch Project	\$0	\$0	\$0

Departmental Budgets



URBAN APPALACHIAN COUNCIL	Family Strengthening Program	\$150,000	\$150,000	\$150,000
VICTORY NEIGHBORHOOD SERVICES	Expansion of recovery alternatives	\$30,000	\$30,000	\$30,000
VINEYARD HOUSE, INC.	Transitional Housing	\$0	\$0	\$0
VISITING NURSE ASSOCIATION OF GREATER CINCINNATI AND NORTHERN KENTUCKY	Homemaker/ Personal Care Assistance	\$42,000	\$25,000	\$25,000
VOLUNTEERS OF AMERICA	Central Parkway Transitional Housing	\$23,300	\$40,000	\$43,300
	CAN DO	\$0	\$25,000	\$25,000
WINTON PLACE YOUTH COMMITTEE	Youth Development	\$22,000	\$25,000	\$25,000
WOMEN HELPING WOMEN, HAMILTON COUNTY RAPE CRISIS CENTER, INC.	Children's Program	\$18,731	\$0	\$0
	Crisis intervention, advocacy, support, education	\$121,169	\$125,000	\$125,000
YMCA OF GREATER CINCINNATI	After School Initiatives	\$0	\$0	\$0
YOUTH OPPORTUNITIES UNITED	Youth At Risk Program	\$0	\$35,000	\$35,000
YOUTH, INC.	Stay Center	\$0	\$0	\$0
YWCA OF GREATER CINCINNATI	Battered Women's Shelter	\$147,000	\$147,000	\$147,000
	Amend Program	\$24,500	\$25,000	\$25,000
	Strong Girls/Healthy Girls	\$25,000	\$10,000	\$10,000
	Transitional Housing Program	\$13,000	\$25,000	\$25,000

Departmental Budgets



TOTAL		\$3,913,479	\$4,087,330	\$4,087,330
* The total amount shown for contracts funded in 2002 does not reflect the total 2002 Approved Human Services Policy Funding for contracts. A number of agencies that received funding in 2002 did not apply for funding in the 2003-2004 biennium.				



DEPARTMENT OF ENTERPRISE SERVICES (Formerly General Services Department)

Convention Center

Functions & Duties

- ♦ The Convention Center contributes to the economic growth and stability of Cincinnati by providing a facility to host international, national, and regional conventions and trade shows, as well as public expositions and other meetings.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund					
Restricted Funds	\$4,776,650	\$4,324,520	-9.5%	\$4,381,670	1.3%
Total	\$4,776,650	\$4,324,520	-9.5%	\$4,381,670	1.3%
Total With Employee Benefits	\$5,401,490	\$4,890,790	-9.5%	\$4,961,500	1.4%
All Funds Staffing	78.4	78.4	0.0	78.4	0.0

Explanation of Budget Changes

The Convention Center's all funds 2003 departmental budget of \$4,324,520, not including employee benefits, is a 9.5% decrease from the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation, the change is primarily due to a \$200,000 savings related to lower natural gas prices and a new energy management system; a personnel savings of \$100,000 stemming from the reclassification of one vacant position and lower part-time labor costs resulting from fewer events; and a new telecommunications contract that is expected to generate a \$60,000 annual savings. The 2004 budget changes primarily by inflationary increases.

As part of the citywide reorganization plan, the General Services Department is eliminated and the Convention Center, along with the Fleet Services Division and the Parking Facilities Division, is transferred to the new Department of Enterprise Services.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	0.0	All Funds	0.0
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The total FTE is 78.4 for 2003 and 2004, which is the same as the 2002 FTE complement.



DEPARTMENT OF ENTERPRISE SERVICES (Formerly General Services Department)

Fleet Services Division

Functions & Duties

- ◆ The Division of Fleet Services contributes to the efficiency of City services by providing to all City agencies the automotive equipment necessary to perform their functions. This Division is responsible for maintaining agency equipment, for providing an adequate supply of fuel, and for the timely removal of obsolete and underutilized equipment.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund					
Restricted Funds	\$11,692,200	\$11,214,450	-4.1%	\$11,324,350	1.0%
Total	\$11,692,200	\$11,214,450	-4.1%	\$11,324,350	1.0%
Debt Service	\$210,980	\$210,980	0.0%	\$210,980	0.0%
Total With Employee Benefits	\$12,869,870	\$12,371,830	-3.9%	\$12,508,100	1.1%
All Funds Staffing	86.0	85.0	(1.0)	85.0	0.0

Explanation of Budget Changes

The Fleet Services Division's operating costs are budgeted in the Fleet Services Fund 202, which is an internal service fund and is not reflected in the "All Funds Operating Budget Summary." Revenue is received from billing other departments for fuel and services, and these costs are in the budgets of other departments. The Fleet Services Division's all funds 2003 departmental budget of \$11,214,450, not including employee benefits, is a 4.1% decrease from the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation, the budget change is largely due to a projected 16.1% decrease in the Division's fuel expenses. This reduction is based on projected decreases in fuel costs and usage. Fleet Services pays a volume-based discounted price for fuel, plus debt service, taxes, delivery, and a system maintenance fee. Based on actual costs through the third quarter of 2002, a savings of \$450,000 is expected in 2003. Additionally, total fuel usage for all City departments in 2002 was projected to be 130,000 gallons less than originally estimated, which is reflected in the fuel budget for 2003. The 2004 budget changes primarily by the inflationary increases.

As part of the citywide reorganization plan, the General Services Department is eliminated and the Fleet Services Division, along with the Convention Center and the Parking Facilities Division, is transferred to the new Department of Enterprise Services.



Department of Enterprise Services/Fleet Services Continued

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	(1.0)	All Funds	(1.0)
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The total FTE is 85.0 for 2003 and 2004, representing a decrease of one FTE from the 2002 FTE complement. The net decrease is due to the addition of one Accounting Technician 3 position and the elimination of two Crew Chief positions resulting from productivity enhancements.

2003-2004 Capital Budget

The Department of Enterprise Services, Fleet Services Division's Biennial Capital Budget totals \$6,014,800 in 2003 and \$6,104,100 in 2004. Both amounts are included in the General Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program.



DEPARTMENT OF ENTERPRISE SERVICES (Formerly General Services Department)

Parking Facilities Division

Functions & Duties

- ◆ The Division of Parking Facilities actively promotes and assists the City's goals of a Healthy Local Economy and Downtown Vitality by providing professional facility management of the City's parking assets. It owns and/or manages 6,400 on-street and 4,800 off-street parking spaces. The Division operates on a financially self-sufficient basis.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund					
Restricted Funds	\$4,413,290	\$5,205,860	18.0%	\$5,261,360	1.1%
Total	\$4,413,290	\$5,205,860	18.0%	\$5,261,360	1.1%
Debt Service	\$568,130	\$1,253,830	120.7%	\$1,244,810	-0.7%
Total With Employee Benefits	\$5,616,950	\$7,166,070	27.6%	\$7,230,170	0.9%
All Funds Staffing	70.6	73.8	3.2	73.8	0.0

Explanation of Budget Changes

The Parking Facilities Division's all funds 2003 departmental budget of \$5,205,860, not including employee benefits and debt service, is an 18.0% increase over the 2002 operating budget. After considering inflationary increases and adjusting for reductions to management compensation, the budget increase is primarily due to an additional \$400,000 in estimated operating expenses for the new parking facility at 7th and Broadway, which is expected to open to the public in May 2003. Additional debt service expenses are also included in the 2003 budget for the new facility.

The parking meter collection function is transferred from the Treasury Division to the Parking Facilities Division in 2003, including five Parking Meter Collector positions. An additional \$224,000 is included in the 2003 Parking Facilities budget for expenses related to this transfer. The Treasury Division is still responsible for counting, sorting, and depositing daily meter receipts. The 2004 budget changes primarily by the inflationary increases.

As part of the citywide reorganization plan, the General Services Department is eliminated and the Parking Facilities Division, along with the Convention Center and the Fleet Services Division, is transferred to the new Department of Enterprise Services.



Functions & Duties

- ◆ The Division of Parking Facilities actively promotes and assists the City's goals of a Healthy Local Economy and Downtown Vitality by providing professional facility management of the City's parking assets. It owns and/or manages 6,400 on-street and 4,800 off-street parking spaces. The Division operates on a financially self-sufficient basis.

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	3.2	All Funds	3.2
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The total FTE is 73.8 for 2003 and 2004, which is a net increase of 3.2 FTE over the 2002 FTE complement of 70.6. The change represents the addition of 5.0 FTE Parking Meter Collector positions and 1.0 FTE Supervising Management Analyst position, and the elimination of 2.8 vacant positions.

Department of Enterprise Services/Parking Division Continued

2003-2004 Capital Budget

The Department of Enterprises Services, Parking Facilities Division's Biennial Capital Budget totals \$1,090,000 in 2003 and \$11,475,000 in 2004. Both amounts are included in the Restricted Funds Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program.



DEPARTMENT OF FINANCE

Mission Statement

The mission of the Finance Department is to work to maintain the financial strength of the City. A team of skilled professionals provides quick, accurate, and convenient services, and uses prudent judgement to implement policies.

Functions & Duties

- ◆ **Office of the Director:** This Division provides direction and support of all departmental programs, makes all revenue estimates, executes bond/note sales at the lowest interest cost under prevailing market conditions, maintains satisfactory relations with the bond rating agencies and financial institutions, recruits staff and hires qualified personnel ever mindful of the department's Equal Employment Opportunity and Affirmative Action objectives.
- ◆ **Budget and Evaluation:** This Division is responsible for budget development, budget monitoring, policy research, organization performance measurement, and the general administration of the programs funded by the U.S. Department of Housing and Urban Development (Community Development Block Grant, HOME Investment Partnerships Program, and Emergency Shelter and HOPWA Grants).
- ◆ **Treasury:** This Division is responsible for the collection, custody, and disbursement of the City's funds. The Division issues City business licenses, audits cash handling of City agencies, and administers the admission tax, transient occupancy tax and investment of City Funds. The Bond Retirement Section is responsible for the record keeping for all municipal bonds issued by the City. The Parking Meter Collection Section is responsible for collecting, counting, and depositing all parking meter revenues collected in the City.
- ◆ **Income Tax:** This Division collects and receives the tax imposed by Chapter 311 of the Cincinnati Municipal Code in the manner prescribed, keeps an accurate record thereof, and reports all monies so received. It is the duty of the Division to enforce payment of all income tax owed the City of Cincinnati and to keep accurate records for a minimum of five years that show the amount due from each taxpayer required to file a declaration or make any return, including a return of taxes withheld, and show the dates and amounts of payments thereof.
- ◆ **Retirement System:** This Division maintains enrollment of non-uniform employees in the City Retirement System, provides pre- and post-retirement counseling, processes pension payroll, processes and keeps records of Retirement System Loans, maintains coordination of the two deferred compensation programs, provides reports to the Police and Fire Disability Pension Fund and the Public Employees Retirement System of Ohio for City employees.
- ◆ **Risk Management:** This Division is responsible for promoting an exposure-free work and service environment for City employees and the public. The Division administers the City's self-insured worker's compensation program, self-insured health care program, property and casualty insurance program, IWP (injury with pay) program and other employee benefit programs such as dental and vision, flexible spending benefits, and COBRA (Consolidated Omnibus Budget Reconciliation Act) coverage. In addition, the Division administers the Citywide Employee Safety Program and Environmental Management Program. The Division also manages the Employee Health Service/Occupational Health Clinic which is responsible for treating and tracking City employees injured on the job.



Department of Finance Continued

- ◆ **Accounts and Audits:** This Division maintains the records on the financial position of each of the City's nearly 200 funds, monitors annual expenditures assuring that expenditures are within available resources, and assures acceptance of the City's fund accounting system by Federal, State and independent auditors. This Division is responsible for the bi-weekly payroll system, prepares the annual Cost Allocation Plan and indirect cost rates for Federal grants, maintains records regarding unemployment benefits of former employees charged to the City, monitors compliance with the appropriation/spending requirement of the infrastructure tax levy, is the custodian of all official bonds, deeds, and contracts of the City, and maintains the financial system that integrates mainframe computer processing with numerous personal computers in various City agencies.
- ◆ **Purchasing:** This Division assists all City agencies in the procurement of materials, supplies, equipment and services of the highest quality, in the required quantity, at the time needed, for the lowest and best price in accordance with legal requirements, ethical standards and policies adopted by the City.
- ◆ **Internal Audit.** The Division conducts comprehensive performance audits of City programs, systems, and functions in accordance with *Government Audit Standards*, performs financial reviews, supports systematic self-reviews of management controls in City departments, and responds to emergent issues requiring audit expertise or objectivity as directed by the City Manager.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$8,697,360	\$8,225,290	-5.4%	\$8,529,390	3.7%
Restricted Funds	\$2,066,090	\$2,047,740	-0.9%	\$2,071,420	1.2%
Total	\$10,763,450	\$10,273,030	-4.6%	\$10,600,810	3.2%
Total With Employee Benefits	\$12,271,400	\$11,717,550	-4.5%	\$12,110,840	3.4%
All Funds Staffing	190.0	179.0	(11.0)	179.0	0.0

Explanation of Budget Changes

The Finance Department's all funds 2003 departmental budget of \$10,273,030, not including employee benefits, is a 4.6% decrease from the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the General Fund budget change is primarily due to an \$82,400 reduction for two one-time expenditures in 2002 (an Activity Based Costing pilot program and a one-time DRI contract increment), a \$412,240 reduction in personnel costs resulting from the elimination of 12.0 FTE, a \$474,760 reduction in miscellaneous non-personnel costs and a \$395,000 addition relating to the merger of the Internal Audit Division into the Finance Department. In 2004, after considering inflationary increases, the General Fund budget change is primarily due to an addition of \$35,000 for the DRI contract. The DRI economic forecast will be performed once every two years.

After considering the inflationary increases and adjusting for reductions to management compensation, the Restricted Funds budget change is primarily due to the following: a reduction of \$60,000 in the Income-Tax Infrastructure Fund 302 for a one-time expenditure in 2002 (a project to implement GASB 34), an addition



Department of Finance Continued

of \$20,000 in the CDBG Fund 304 to fund the transfer of an employee from the General Fund, a \$244,900 increase in the Bond Retirement Fund 151 resulting from an expected increase in debt service cost, and a reduction of \$210,500 in the Parking Facilities Fund 102 relating to the transfer of the parking meter operation from the Treasury Division to Parking Facilities. In 2004 the Restricted Funds budget change is primarily due to inflationary increases.

Explanation of Staffing Changes

General Fund	(6.0)	Restricted Funds	(5.0)	All Funds	(11.0)
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The total FTE is 179.0 for 2003 which is a decrease of 11.0 FTE from the 2002 budget. In the General Fund, the elimination of 12.0 FTE in the Finance Department is offset by the transfer of 6.0 FTE into the Finance Department through the merger of the Internal Audit Division. In the Restricted Funds, 5.0 FTE are transferred from the Treasury Division to Parking Facilities.

2003-2004 Capital Budget

The Department of Finance's Biennial Capital Budget totals \$967,100 in 2003 and \$1,154,600 in 2004 in the General Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program. The Department of Finance is projecting an annual savings beginning in 2005 of approximately \$210,000 (\$170,000 in personnel costs and \$40,000 in non-personnel costs) from the implementation of the "AMS-CFS Procurement Software Upgrade" project. A total of \$350,000, \$200,000 in 2004 and \$150,000 in 2005, is included for this project in the 2003-2008 Capital Investment Program.



DEPARTMENT OF FIRE

Mission Statement

To protect the lives and property and minimize the suffering of its customers during emergencies. Strive to quickly restore normalcy to its customers' lives by responding to their needs in an expeditious manner.

Functions and Duties

- ◆ Duties include: *Operations* – fire suppression, emergency medical services, hazardous materials and special responses from 4 districts (26 fire houses, 12 of the 26 engine companies are paramedic engine companies, 13 ladder companies, 1 heavy rescue unit, 4 advanced life support transport units, 6 basic life support transport units, 2 fire boats, 1 rescue/EMS boat, 2 super foamer trucks, 1 aircraft rescue firefighting vehicle); *Fire Prevention* – environmental crimes, fire investigations, fire and hazardous materials code enforcement, and juvenile firesetter program; *Human Resource* – training, risk management, recruiting, and internal investigations; *Administrative Services* – fire dispatch, hydrants, facilities and equipment maintenance, and central stores; and *Chief's Office* – fiscal and budgetary management, information systems, performance monitoring, disaster management (including domestic preparedness to terrorism), and long term planning.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$53,638,640	\$54,987,660	2.5%	\$56,501,970	2.8%
Restricted Funds					
Total	\$53,638,640	\$54,987,660	2.5%	\$56,501,970	2.8%
Total With Employee Benefits	\$72,333,670	\$74,137,620	2.5%	\$76,250,710	2.9%
All Funds Staffing	842.0	848.8	6.8	853.6	4.8

Explanation of Budget Changes

The Fire Department's all funds 2003 departmental budget of \$54,987,660, not including employee benefits, is a 2.5% increase over the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the budget change is primarily due to the addition of one-time funding of \$70,000 for the Fire Department's 150th Anniversary Celebration, the addition of \$125,050 for Phase 1 of the expanded Fire Cadet Program, the reduction of \$243,830 which reflects a change in sworn staffing costs, the reduction of \$55,830 in the travel and training budget, the reduction of \$39,550 for lower than expected fuel rates, and the reduction of \$43,510 in fleet maintenance and repair charges. The 2004 budget changes by the inflationary increases and the addition of \$128,120 for Phase 2 of the expanded Fire Cadet Program.



Department of Fire Continued

Explanation of Staffing Changes

General Fund	6.8	Restricted Funds	0.0	All Funds	6.8
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The total FTE is 848.8 for 2003 which is an increase of 6.8 from the 2002 budget. This increase reflects the addition of 1.0 FTE for administrative functions related to Weapons of Mass Destruction, 1.0 FTE for a new Fire Alarm Operator Dispatcher, and 4.8 FTE for 6 Fire Cadets. For 2004, the total FTE is 853.6 which is an increase of 4.8 FTE over 2003. This increase is for the addition of 6 Fire Cadets for Phase 2 of the three-year expansion of the Fire Cadet Program.

2003-2004 Capital Budget

The Fire Department's Biennial Capital Budget totals \$1,145,000 in 2003 in the General Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program.



DEPARTMENT OF HEALTH

Mission Statement

The Board of Health is responsible for the promotion, protection and maintenance of the public's health, the development and enforcement of health laws, and the prevention of disease.

Functions & Duties

- ◆ **Office of the Commissioner:** The Office of the Commissioner implements the policies of the Board of Health and provides leadership in the administrative management of the Health Department.
- ◆ **Technical Resources Division:** This Division provides professional, technical and administrative support to the Board of Health and its entities in the areas of human resources, electronic data processing, fiscal services, and facility management. The Division also provides vital records as required by State law.
- ◆ **Community Health Services Division:** This Division is responsible for Environmental Services, including Food Service, Solid Waste, Vector Control, Animal Bites, Household Sewage, Swimming Pool Inspection, Environmental Hygiene, Nuisance Abatement, Tattoo and Body Piercing Licensing, Indoor Air Pollution and Smoking Ordinance Enforcement and Litter and Junk Car Patrol. The Division also has responsibility for Health Promotion, including Health Education and Health Promotion Grants, the Public Employee Assistance Program, and Childhood Lead Poisoning Prevention programming.
- ◆ **Primary Health Care Division:** This Division provides comprehensive primary health care and dental services for underserved and high-risk populations. The Division operates 5 health centers and a Sexually Transmitted Disease center and includes Laboratory, Pharmacy, Immunization, and Nutritional services. The Division also has responsibility for Public Health Nursing Programs, including Home Health, School Health, and Day Care and Nursing Home Licensure.

Expenditure (in \$) and Staffing (in FTE) Summary

	2002	2003	Change	2004	Change
General Fund	\$22,729,490	\$22,427,210	-1.3%	\$22,517,930	0.4%
Restricted Funds	\$12,015,010	\$13,399,260	11.5%	\$13,181,800	-1.6%
Total	\$34,744,500	\$35,826,470	3.1%	\$35,699,730	-0.4%
Total With Employee Benefits	\$40,511,590	\$41,859,330	3.3%	\$41,813,010	-0.1%
All Funds Staffing	540.4	544.5	4.1	534.5	(10.0)

Explanation of Budget Changes

The Health Department's all funds 2003 budget of \$35,826,470, not including employee benefits, is a 3.1% increase over the 2002 budget. After considering inflationary increases and adjusting for reductions to



Department of Health Continued

management compensation and General Fund training and non-local travel, the General Fund budget decreases by 1.3% primarily due to the transfer of \$1,190,400 and 19.5 FTE to the Health Services Fund

395; the transfer of \$37,540 and 1.0 FTE to the Public Services Department; an increase of \$25,000 to help fund the Children's Hospital Medical Center Drug and Poison Information Hotline; the restoration of the School Nursing Program for \$185,600 and 6.4 FTE; and the restoration of the Nursing Home Licensure Program for \$205,130 and 3.0 FTE during 2002. The Restricted Funds increases by 11.5%. After considering inflationary increases and adjusting for reductions to management compensation, the increase is primarily due to the transfer of \$1,190,400 from the General Fund to the Health Services Fund 395. The 2004 budget changes primarily by inflationary increases and the elimination of the Public Health Education Program for \$436,700 and 10.0 FTE in the General Fund and a reduction of \$421,000 in non-personnel services to balance the Health Services Fund 395.

Explanation of Staffing Changes

General Fund	(12.8)	Restricted Funds	16.9	All Funds	4.1
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The total FTE is 544.5 in 2003, which is an increase of 4.1 over 2002. The General Fund net decrease of 12.8 FTE reflects the 2002 restoration of 6.4 FTE for the School Health Nursing Program and 3.0 FTE for the Nursing Home Licensure, the transfer of 19.5 FTE to the Health Services Fund 395, the transfer of 1.0 FTE to the Public Services Department, and the elimination of 1.7 FTE due to operating efficiencies. The Restricted Funds reflect a net increase of 16.9 FTE. These changes include a net increase of 10.0 FTE in the Health Services Fund 395, 5.0 FTE in the Home Health Services Fund 353, and 1.9 FTE for all other restricted funds. In 2004, 10.0 FTE will be decreased from the General Fund related to the elimination of the Public Health Education Program.

2003-2004 Capital Budget

The Department of Health's Biennial Capital Budget totals \$565,000 in 2003 and \$721,000 in 2004 in the General Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program.



DEPARTMENT OF HUMAN RESOURCES

Mission Statement

The mission of the Human Resources Department is to provide excellent and timely human resources support and services and to provide a positive and diversified environment.

Functions and Duties

The Human Resources Director is responsible for directing all of the activities of the department, advising the City Manager with regard to human resources activities and issues, and functions as the Secretary to the Civil Service Commission. The Department has five sections: Civil Service and Testing, Labor Relations, Employee Relations, CHRIS (Cincinnati Human Resources Information System), and Organizational Development/Training. The Civil Service and Testing Section is responsible for preparing and administering civil service examinations and maintaining the classification plan. A support staff within this section is responsible for processing applications and providing customer service. A Supervising Human Resources Analyst manages this section. The Labor Relations Section is responsible for negotiating and administering four labor contracts: Fraternal Order of Police; International Association of Fire Fighters; American Federation of State, County and Municipal Employees; and the Building Trades. This section is also responsible for maintaining and administering the City's Personnel Policies and Procedures. A Supervising Human Resources Analyst manages this section. The Employee Relations Section is responsible for investigating and resolving employee concerns that fall outside the scope and jurisdiction of the City's Equal Employment Opportunity section in the Office of Contract Compliance, and/or labor contracts. A Supervising Human Resources Analyst manages this section. The CHRIS section is responsible for human resources information processing as well as providing reports and information as requested. This section also is responsible for developing new human resources applications using the human resources information system, and administering the City's compensation program. An Assistant Human Resources Director manages this section. The Organizational Development/Training Section facilitates citywide training by providing course offerings, registration and reporting. This section is responsible for monitoring the City Council directive that employees receive at least 30 hours of training each year. A Supervising Human Resources Analyst manages this section.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$2,198,550	\$1,975,780	-10.1%	\$2,030,430	2.8%
Restricted Funds	\$152,560	\$153,320	0.5%	\$161,130	5.1%
Total	\$2,351,110	\$2,129,100	-9.4%	\$2,191,560	2.9%
Total With Employee Benefits	\$2,722,220	\$2,501,900	-8.1%	\$2,578,840	3.1%
All Funds Staffing	37.2	37.2	0.0	37.2	0.0

Departmental Budgets



Department of Human Resources Continued

Explanation of Budget Changes

The Department of Human Resources' all funds 2003 departmental budget of \$2,129,100, not including employee benefits, is a 9.4% decrease from the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the General Fund budget change is due to reductions of \$180,410 for 5.0 FTE, \$48,030 for other non-personnel line items, and \$45,850 associated with the conversion of 3.0 FTE Supervising Human Resources Analyst to 2.0 FTE Senior Human Resources Analysts and 1.0 FTE Investigator to perform municipal non-police investigations. As part of the citywide reorganization, the General Fund budget has been increased by the transfer in of the Equal Employment Opportunity function for \$86,610 and 1.0 FTE and the transfer in of 1.0 Investigator FTE for \$71,090. Also included in the citywide reorganization is the transfer in of 3.0 FTE for the Employee Safety function from the former Office of Environmental Management. The 2003 Restricted Funds budget changes primarily by inflationary increases and adjusting for reductions to management compensation. The 2004 budget changes primarily by inflationary increases.

Explanation of Staffing Changes

General Fund	(3.0)	Restricted Funds	3.0	All Funds	0.0
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The total FTE is 37.2 for 2003 and 2004, which is the same as the 2002 budget. There is a net decrease of 3.0 FTE in the General Fund: 5.0 FTE were eliminated from the budget and 2.0 FTE were added as part of the citywide reorganization. Also added as part of the citywide reorganization were 3.0 FTE in the Restricted Funds due to the transfer of the Employee Safety function from the former Office of Environmental Management.

2003-2004 Capital Budget

The Department of Human Resources' Biennial Capital Budget totals \$375,000 in 2003 in the Restricted Funds Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program.



DEPARTMENT OF LAW

Mission Statement

The mission of the Law Department of the City of Cincinnati is to provide effective and efficient legal service to the City of Cincinnati by representing the Council, officers, departments and boards of the City as legal counsel and attorney, representing the City in all proceedings in which the City is a party before any court or adjudicatory body, serving as prosecuting attorney in the municipal court, and providing all services in connection with the acquisition, management and sale of real property, business and family relocation, and the levying of assessments.

Functions & Duties

The City Solicitor is the Director of the Department of Law. The department is divided into six primary functions.

- ◆ **General Counsel and Municipal Court:** *The General Counsel Section* is responsible for providing all legal advice, opinions and legislation to the Departments of Finance, Safety, Human Resources, Water Works, Sewers and Public Works and the divisions under the City Manager. It also provides legal services, with the exception of litigation, to the Civil Service Commission as well as City Council. *The Municipal Court Section* represents the City in all civil and criminal litigation in the Municipal Court. The section includes the Office of the City Prosecutor that is legally mandated to prosecute all traffic and criminal cases brought before the Municipal Court for violation of criminal offenses occurring within the City. The section is responsible for liquor hearings and nuisance abatement initiatives.
- ◆ **Development, Environment and Civil Litigation:** *The Development and Environment Section* provides all required legal services to the Departments of Economic Development, Parks, Recreation, Health, Purchasing, the Regional Computer Center, City Planning, Buildings and Inspections, the Office of Environmental Management and the Office of Contract Compliance and Investigations. It handles general legal matters for the City related to real estate acquisition and disposition. The section also provides legislation, legal advice and counsel to City Council and all of the City departments regarding environmental and utility matters, and is responsible for coordination of energy related matters before administrative agencies such as the Public Utilities Commission of Ohio. *The Civil Litigation Section* represents the City in all civil litigation in Federal and State Courts, defends against and prosecutes claims on behalf of the City, provides representation at various hearings and appeals of denial of public vehicle licenses, and processes Equal Employment Opportunity Commission and Ohio Civil Rights Commission charges against all City departments.
- ◆ **Administration/Support Services:** The Administration Section provides all non-attorney support services to the department including clerical, personnel, claims, assessment, and budget matters. *The Real Estate Services Section* is responsible for the acquisition, disposal and property management of all City owned or leased real property. *The Relocation Section* is responsible for administering the City programs on code enforcement, family and business relocation.

Departmental Budgets



Department of Law Continued

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$4,754,930	\$4,474,010	-5.9%	\$4,574,170	2.2%
Restricted Funds	\$429,850	\$443,170	3.1%	\$453,280	2.3%
Total	\$5,184,780	\$4,917,180	-5.2%	\$5,027,450	2.2%
Total With Employee Benefits	\$6,024,700	\$5,787,330	-3.9%	\$5,935,960	2.6%
All Funds Staffing	83.5	79.2	(4.3)	79.2	0.0

Explanation of Budget Changes

The Law Department's all funds 2003 departmental budget of \$4,917,180, not including employee benefits, is a 5.2% decrease from the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the General Fund budget change is primarily due to the elimination of 2002 one-time funding of \$705,000 for outside counsel relating to the Department of Justice investigation, a \$180,300 reduction in personnel costs resulting from the elimination of 7.0 FTE (4.0 were un-funded in the 2002 budget), a \$36,000 reduction in miscellaneous non-personnel costs, a \$150,000 addition for expert services to increase funding for the cost of outside counsel, an increase of \$10,000 for administration of the Election Commission, an increase of \$211,300 to the personnel budget to cover the cost of previously un-funded positions, an addition of \$209,900 relating to the merger of the Office of Administrative Hearings into the Law Department, and finally, the transfer of the Real Estate Manager's position from the General Fund to the Infrastructure Fund 302 (\$80,700). In 2004, after considering inflationary increases, the General Fund budget change is primarily due to an addition of \$40,000 for the replacement of personal computers.

After considering inflationary increases and adjusting for reductions to management compensation, the Restricted Funds budget change is primarily due to the net addition of \$14,200 in the Income Tax-Infrastructure Fund 302 for the transfer of a position from the General Fund. In 2004, the Restricted Funds budget change is primarily due to inflationary increases.

Explanation of Staffing Changes

General Fund **(4.8)** **Restricted Funds** **0.5** **All Funds** **(4.3)**

The total FTE is 79.2 for 2003 and 2004, which is a decrease of 4.3 FTE from the 2002 budget. This net decrease of 4.3 FTE includes the following changes: 1) the elimination of 7.0 FTE in the General Fund; 2) a transfer of 1.0 FTE (Real Estate Manager) from the General Fund to the Infrastructure Fund 302; 3) the elimination of 1.0 FTE in the Infrastructure Fund 302 (Supervising Real Estate Manager); 4) the addition of 0.5 FTE to the Infrastructure Fund 302 to provide essential legal services support (Clerk Typist); and, 5) an increase of 3.2 FTE in the General Fund as a result of the merger of the Office of Administrative Hearings into the Law Department.



DEPARTMENT OF PARKS

Mission Statement

The mission of the Parks Department is to conserve, manage, sustain and enhance Parks' natural and cultural resources and public greenspaces for the enjoyment, enlightenment and enrichment of the Cincinnati community.

Functions & Duties

- ◆ **Park Operations and Land Management Division:** This Division is responsible for the maintenance and management of park areas, facilities and the urban forest. This includes activities such as grounds and facility maintenance, tree care, landscape beautification, land management, reforestation, and management of other public greenspace.
- ◆ **Design and Planning Division:** This Division conducts long-range planning, capital improvement program development and implementation, park facility and site design, specialized building and facility maintenance, and construction management. Also included is the management of the Krohn Conservatory, six neighborhood nature centers, public nature education programs and summer camps, production of special events, reservations, and the Parks Visitors Center.
- ◆ **Business Services:** This section reports directly to the Director of Parks and provides centralized personnel and program services management for the Park Board. This section also manages special events, volunteer and reservation services.
- ◆ **Financial Services:** This section provides fiduciary financial support to the Board of Parks Commissioners, the Parks Foundation, various advisory panels, and the Urban Forestry Advisory Board. This section also performs incremental tax perusals, revenue analysis of equities, bonds and liquid securities and manages the Park Board's operating and capital budgets.

Expenditure (in \$) and Staffing (in FTE) Summary

	2002	2003	Change	2004	Change
General Fund	\$4,754,290	\$4,687,530	-1.4%	\$4,772,060	1.8%
Restricted Funds	\$2,992,360	\$3,454,720	15.5%	\$3,358,950	-2.8%
Total	\$7,746,650	\$8,142,250	5.1%	\$8,131,010	-0.1%
Total With Employee Benefits	\$8,903,460	\$9,316,140	4.6%	\$9,314,260	0.0%
All Funds Staffing	151.3	154.7	3.4	135.3	(19.4)

Departmental Budgets



Department of Parks Continued

Explanation of Budget Changes

The Parks Department's all funds 2003 departmental budget of \$8,142,250, not including employee benefits, is a 5.1% increase over the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the General Fund budget reflects an increase of \$147,000 for 2.0 FTE and contractual services in 2003 and \$196,000 in 2004 to maintain the new Theodore M. Berry International Friendship Park. The budget also reflects an increase of \$356,110 for the City's portion of the Urban Forestry Tree Assessment tax payment which was previously managed by the former Department of General Services, Facility Management Division.

After considering inflationary increases and adjusting for reductions to management compensation, the Restricted Fund increase of 15.5% over the 2002 Restricted Funds budget is primarily due to an increase of \$338,630 for the Greenspace Program which was shifted from the General Fund to the Parking Meter Fund 303, and a one-time increase of \$228,250 for basic maintenance services funding in the Income Tax-Infrastructure Fund 302.

Explanation of Staffing Changes

General Fund	(3.2)	Restricted Funds	6.6	All Funds	3.4
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The total FTE is 154.7 for 2003 which is a net increase of 3.4 FTE over the 2002 budget. The General Fund includes an increase of 2.3 FTE during 2002 for the restoration of the Nature Education Program, a decrease of 2.9 FTE in 2003, and an increase of 2.0 FTE for the International Friendship Park. One General Fund FTE was shifted to Parking Meter Fund 303 for the Greenspace Program, and 5.6 FTE were shifted to Infrastructure Fund 302 for basic maintenance service.

The 2004 FTE is decreased by 19.4, FTE which reflects the reallocation of funding previously allocated to the Nature Education Program to increase resources for the Department's basic maintenance services.

2003-2004 Capital Budget

The Department of Parks' Biennial Capital Budget totals \$3,588,000 in 2003 and \$3,398,500 in 2004 in the General Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program. Planned reimbursements to the Department of Parks' operating budget from capital projects total \$426,410 in 2003 and \$439,630 in 2004.

Departmental Budgets



DEPARTMENT OF POLICE

Mission Statement

The mission of the Cincinnati Police Department is to work in partnership with the citizens of the community to provide a safe environment where the quality of life may be improved through the delivery of fair and impartial police services.

Functions & Duties

The Police Division is the primary law enforcement agency of the City. The responsibilities of the Division are prevention of crime, protection of life and property, suppression of criminal activity, apprehension and prosecution of offenders and the preservation of public peace. Under the command of the Police Chief these responsibilities are divided among four bureaus and the training section as highlighted below:

- ◆ **Administration Bureau** – responsible for general administration including personnel, planning, crime analysis, internal investigations, records collection and processing and the public information office which is the Division liaison with citizens and the media;
- ◆ **Patrol Bureau** – provides uniformed response to citizen requests for police assistance, enforces criminal traffic laws, reports incidents and offenses and investigates criminal activity from 5 district stations, and park and traffic units;
- ◆ **Investigation** – handles investigations and gathers intelligence involving vice activity, homicides, sex crimes, crimes against children and property crimes. Youth Services Section consists of the DARE, Gang, and School Resource Officer units;
- ◆ **Resource** – consists of a variety of functions that support the operation including Police Communications, SWAT, Evidence/Property Management, Fiscal & Budget, Inspections, Information Technology Management, and Transportation/Fleet Management. It is responsible for maintaining auxiliary services which include answering citizens' calls for police, fire and emergency medical services, certain private wreckers and their operations, financial management, grant research and development, and the upgrading and maintenance of computer systems.
- ◆ **Training Section** – develops and conducts training programs in the areas of supervision, management, physical fitness, self-defense, officer survival, interpersonal skills, legal issues, and current topics.

Expenditure (in \$) and Staffing (in FTE) Summary

	2002	2003	Change	2004	Change
General Fund	\$82,690,030	\$85,268,020	3.1%	\$87,637,320	2.8%
Restricted Funds	\$2,568,420	\$1,474,250	-42.6%	\$1,481,300	0.5%
Total	\$85,258,450	\$86,742,270	1.7%	\$89,118,620	2.7%
Total With Employee Benefits	\$108,548,600	\$110,953,530	2.2%	\$114,092,720	2.8%
All Funds Staffing	1,334.4	1,377.2	42.8	1,397.0	19.8

Departmental Budgets



Department of Police Continued

Explanation of Budget Changes

The Police Department's all funds 2003 departmental budget of \$86,742,270, not including employee benefits, is a 1.7% increase over the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the General Fund budget change is primarily due to 1) the reduction of \$571,090 in personnel costs based on the latest estimate of separations from service; 2) the reduction of \$104,020 for lower than expected fuel costs; 3) the reduction of \$207,320 in fleet maintenance and repair charges; 4) the reduction of \$196,100 in overtime due to the cancellation of the UJIMA Celebration; 5) the reduction of \$108,910 in other non-personnel categories; and 6) the addition of \$130,500 for an increase in the Police Cadet Program.

After considering inflationary increases and adjusting for reductions to management compensation, the Restricted Funds budget decrease is primarily due to the reduction of \$611,430 in the Cable Communications Fund for the transfer of the Radio Services Section from the Police Department to the Regional Computer Center which occurred in 2002, and the transfer of \$271,180 for police officers' salaries from the General Fund to the Parking Meter Fund 303.

The Police Department's all funds 2004 budget of \$89,118,620, not including employee benefits, is a 2.7% increase over the 2003 budget. The 2004 General Fund budget changes by inflationary increases, an increase of 15 Police Officers in the sworn staffing levels, and an increase in the Police Cadet Program. The 2004 Restricted Funds budget changes by inflationary increases.

Explanation of Staffing Changes

General Fund	44.8	Restricted Funds	(2.0)	All Funds	42.8
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The total FTE is 1,377.2 for 2003 which is a net increase of 42.8 FTE over the 2002 FTE complement. The General Fund net increase of 44.8 FTE in 2003 reflects the following changes: 1) the addition of 45 Police Officers; 2) the addition of 3.0 FTE for the Compliance Coordinator's Office to meet the requirements of the Department of Justice and Police Collaborative agreements; 3) the addition of 4.8 FTE to the Police Cadet Program; 4) a reduction of 8.0 FTE due to the transfer of the Radio Services Section to the Regional Computer Center, which occurred in 2002; 5) the replacement of 1.0 FTE by contract services; and 6) the addition of 1.0 FTE for a Hostler during 2002. In the Restricted Funds, a decrease of 2.0 FTE is realized due to the transfer of the Radio Services Section to the Regional Computer Center.

The total recommended 2004 FTE is 1,397.0 for 2004 which is a net increase of 19.8 FTE over the 2003 FTE complement. The net increase in 2004 reflects the addition of 15 Police Officers and the addition of 4.8 FTE to the Police Cadet Program.

2003-2004 Capital Budget

The Police Department's Biennial Capital Budget totals \$2,690,000 in 2003 and \$916,000 in 2004 in the General Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program.

Departmental Budgets



DEPARTMENT OF PUBLIC SERVICES

Mission Statement

The mission of the Department of Public Services is to partner with the citizens of Cincinnati to provide a clean and safe City through efficient solid waste collection, neighborhood maintenance programs, effective street and traffic maintenance systems, a responsive customer service communication system, litter reduction programs, and management of the City's facility assets.

Functions & Duties

- ◆ The Office of the Director oversees the administration and operation of the various functions performed by the Department. The Office of the Director directly manages accounting and budgeting, computer system administration, customer service, human resources, training, fleet management, and the issuance of permits for Fountain Square activities.
- ◆ The Traffic and Road Operations Division maintains the public right-of-way, including streets, bridges, viaducts and walls in a safe condition, and provides for the safe and efficient movement of vehicular and pedestrian traffic on the public right-of-way. It enhances safety and convenience to the general public through traffic control devices, curb control and pavement markings, roadway lighting systems and data for planning and design, while balancing aesthetic and economic considerations.
- ◆ The Neighborhood Operations Division provides quality community driven service to the citizens of Cincinnati through proactive neighborhood programs including solid waste collection, street cleaning, special collection, green space management, neighborhood improvement programs, community clean-up services, right-of-way maintenance, and responsive customer services.
- ◆ The City Facility Management Division provides cost effective architectural, energy management, engineering, custodial, and maintenance services in an effort to maintain and enhance City facilities.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$21,497,470	\$20,273,690	-5.7%	\$20,215,290	-0.3%
Restricted Funds	\$13,130,360	\$14,957,770	13.9%	\$13,604,760	-9.0%
Total	\$34,627,830	\$35,231,460	1.7%	\$33,820,050	-4.0%
Total With Employee Benefits	\$39,177,170	\$39,938,950	1.9%	\$38,624,650	-3.3%
All Funds Staffing	545.4	548.4	3.0	548.4	0.0

Explanation of Budget Changes

The Public Services Department's all funds 2003 departmental budget of \$35,231,460, not including employee benefits, is a 1.7% increase over the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the General Fund change is due to a reduction of \$1.7 million related to the transfer of the Recycling Program to

Departmental Budgets



Department of Public Services Continued

the Restricted Funds budget, a reduction of \$1,625,610 related to the transfer of the Traffic Engineering Operations Section to the Department of Transportation and Engineering, a reduction of \$326,870 related to the transfer of the Yard Waste Program to the Restricted Funds budget, and a reduction of \$993,330 related to the shift of the Mechanical Street Sweeping Program from the General Fund to the Stormwater Management Fund 107. In addition to the program and reorganization adjustments described above, the General Fund change is also related to a \$142,950 reduction to the salt and ice control budget, a \$235,530 reduction in the slippery streets operation overtime budget, and a \$29,480 reduction for fuel. The balance of the General Fund reductions totaling \$420,170 are related to the net elimination of eight positions, the elimination of lump sum payments, and a reimbursement related to Community Problem Oriented Policing (CPOP) funding.

The reductions to the General Fund budget described above are offset by the transfer in of \$129,040 for the Keep Cincinnati Beautiful contract, an increase of \$3,324,780 due to the transfer of the Division of City Facilities Management to the Department of Public Services, and an increase of \$220,000 for an Enhanced Roadside Cleaning Program. For 2004, the General Fund budget changes primarily by inflationary increases and discontinuance of the Yard Waste Program.

After considering inflationary increases and adjusting for reductions to management compensation, the 2003 Restricted Funds budget change is primarily related to an increase of \$1,424,590 to the Income Tax-Infrastructure Fund 302, and an increase of \$474,290 to the Parking Facilities Fund 102 due to the transfer of the Division of City Facilities Management to the Department of Public Services. In addition to the increases related to the transfer of City Facilities Management, the Restricted Funds budget increases by \$993,330 due to the shift of the Mechanical Street Sweeping Program from the General Fund to the Stormwater Management Fund 107, and an increase of \$1,056,870 in the Parking Meter Fund 303 from the transfer of the Recycling and Yard Waste Programs from the General Fund. These increases are offset by reductions totaling \$1,892,560 from the Income Tax Infrastructure Fund 302, the Parking Meter Fund 303, and the Street Light Assessment Fund 793 related to the transfer of the Traffic Engineering Operations Section to the Department of Transportation and Engineering. The 2003 Restricted Funds Operating Budget is reduced by \$284,980 due to the elimination of 8 positions. The 2003 Street Construction, Maintenance, and Repair Fund 301 masonry and road materials budget is reduced by \$350,000 as well. For 2004, the Restricted Funds budget decreases by 9.1% from the 2003 Restricted Funds budget. After considering inflationary increases, this decrease is related to a \$360,000 reduction for salt and expert services in the Municipal Motor Vehicle License Tax Fund 306, a \$205,000 reduction for position vacancies in the Street Construction, Maintenance and Repair Fund 301, and a reduction of \$1,056,870 in the Parking Meter Fund 303 due to the discontinuance of the Recycling and Yard Waste Program.

Explanation of Staffing Changes

General Fund	(42.0)	Restricted Funds	45.0	All Funds	3.0
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The total FTE is 548.4 for 2003 and 2004 which is an increase of 3.0 FTE over the 2002 budget. The reduction of 42.0 FTE in the General Fund is related to the net reduction of 8.0 FTE General Fund positions, the shift of 19.0 FTE to the Municipal Motor Vehicle License Tax Fund 306, the shift of 27.0 FTE to the Income Tax-Infrastructure Fund 302, the shift of 9.0 FTE due to the shift of the Mechanical Street Sweeping Program to the Stormwater Management Fund 107, and the transfer of 2.0 FTE to the Department of Transportation and Engineering as part of the Traffic Engineering Operations Section reorganization. These

Departmental Budgets



Department of Public Services Continued

General Fund FTE shifts and reductions are offset by the addition of 23.0 FTE due to the transfer of the Division of City Facilities Management to the Department of Public Services.

The net increase of 45.0 FTE in the Restricted Funds are as follows: The shift of 19.0 FTE from the General Fund to the Municipal Motor Vehicle License Tax Fund 306, the shift of 27.0 FTE from the General Fund to the Income Tax-Infrastructure Fund 302, the shift of 9.0 FTE from the General Fund to the Stormwater Management Fund 107, the transfer of 11.0 FTE from the Parking Facilities Fund 102, and the transfer of 16.0 FTE from the Income Tax-Infrastructure Fund due to the transfer of the Division of City Facilities Management to the Department of Public Services. These increases are offset by the transfer of 29.0 Restricted Fund FTE to the Department of Transportation and Engineering as part of the Traffic Engineering Operations Section reorganization and the net reduction of 8.0 FTE from the Street Construction, Maintenance and Repair Fund 301, the Income Tax Infrastructure Fund 302, and the Municipal Motor Vehicle License Tax Fund 306.

2003-2004 Capital Budget

The Department of Public Services' Biennial Capital Budget totals \$5,550,000 in 2003 and \$5,600,000 in 2004 in the General Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program. The 2003-2004 Biennial General Capital Budget includes \$1.0 million (\$500,000 in both 2003 and 2004) for the "City Facilities Security Upgrades" project. The implementation of this project requires an increase of \$200,000 to the Department of Public Services, Division of City Facility Management's 2003 General Fund Contractual Services Operating Budget for additional security guards and monitors to maintain the new security upgrades. Planned reimbursements to the Department of Public Services' operating budget from capital projects total \$511,190 in 2003 and \$527,040 in 2004.



DEPARTMENT OF RECREATION

Mission Statement

The Cincinnati Recreation Commission is dedicated to providing recreational and cultural activities for all people in our neighborhoods and the whole community. We believe that by enhancing people's personal health and wellness, we strengthen and enrich the lives of our citizens and build a spirit of community in our City.

Functions & Duties

- ◆ **West, Central & East Regions:** These Divisions carry out the bulk of the community oriented recreation programs and services through the operation of recreation centers, senior centers and clubs, lighted school programs and a therapeutic program serving mentally and physically challenged youngsters and adults.
- ◆ **Municipal Golf:** This Division oversees the operation and maintenance of seven municipal golf courses encompassing two nine-hole courses, three eighteen-hole courses, and two twenty-seven-hole courses.
- ◆ **Athletics & Aquatics:** This Division, through a myriad of athletic programs, the majority of which are self-sustaining, provides high quality opportunities for athletic competition on both the individual and team level for citizens of all ages. These include activities such as volleyball, baseball, softball, soccer, basketball, tennis and touch football. In addition this Division carries out the aquatics program and operation of the citywide swimming pools.
- ◆ **Facility & Outdoor Maintenance:** The Maintenance Division is responsible for 204 individual recreation areas encompassing approximately 2,300 acres. This includes 45 combination recreation centers and senior centers, 105 play areas, 48 swimming pools, 7 golf courses, 125 tennis courts at 35 locations, athletic fields at 140 sites throughout the city, two boat ramps, the Airport Play Field, and the Central Riverfront.
- ◆ **Support Services:** This Division is comprised of the Director's Office, Technical Services, Communications & Marketing, the Financial Management Section, and the Personnel Section. The Director of Recreation reports directly to the Public Recreation Commission that sets the policies under which the overall mission of the Department is carried out. The Technical Services Section is responsible for the planning, design and development of new recreation facilities and the renovations to existing facilities. The Office of Communications and Marketing is responsible for all department publicity and communications and master planning related to department programs and services. Its goal is to develop services that will promote a positive department and City image, enhance credibility and encourage greater private sector financial support and neighborhood volunteer support to the programs of the department. The Financial Management section has responsibility for providing a comprehensive financial management program to support the goals and objectives of the department. It prepares, manages and monitors the department's \$24 million all-funds operating budget, provides payroll and purchasing services, and oversees the collection and accounting of revenue from fee based activities. The Personnel Section has the responsibility of facilitating the employment and training of a diversified, qualified staff; providing equal opportunities for advancement; and providing oversight and training of all personnel records.
- ◆ **Senior Citizen & Special Population Services:** This Division is responsible for seniors, therapeutics, and youth and family services programming. Senior programming includes daily senior activities at centers across the City, Senior Hall of Fame events, Council on Aging activities and the Senior Olympics. Therapeutic Recreation provides programs for individuals with disabilities in both specialized programs

Departmental Budgets



Department of Recreation Continued

- ◆ and general recreation programs. Youth and family services specialize in facilitating and coordinating events and programs, including teen centers.
- ◆ **Waterfront:** This Division has full responsibility for the operation and maintenance of the Central Riverfront Complex, which includes Bicentennial Commons at Sawyer Point, Yeatman's Cove, the Public Landing, Concourse Fountain, Boat Marina, Serpentine Wall, Rowing and Fitness Center, and the historic Showboat Majestic. Emphasis is given to revenue producing activities and corporate sponsorships of special events conducted at these sites.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$14,605,790	\$14,503,370	-0.7%	\$14,582,530	0.6%
Restricted Funds	\$9,885,410	\$10,413,990	5.4%	\$10,433,260	0.2%
Department Total	\$24,491,200	\$24,917,360	1.7%	\$25,015,790	0.4%
Debt Service	\$649,050	\$555,230	-14.5%	\$536,890	-3.3%
Total With Employee Benefits	\$27,938,530	\$28,242,230	1.1%	\$28,395,510	0.5%
All Funds Staffing	466.3	453.7	(12.6)	453.7	0.0

Explanation of Budget Changes

The Department of Recreation's all funds 2003 departmental budget of \$24,917,360, not including employee benefits or debt service, is a 1.7% increase over the 2002 budget. After considering the inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the budget change is primarily due to a one-time grant in the amount of \$200,000 which was placed in the Department's General Fund budget to subsidize the City's support to Tall Stacks. General Fund reductions include the following: \$412,420 in administrative staff support; the elimination of full-time custodians to be replaced with municipal workers for a net reduction of \$111,000; \$66,230 in non-personnel reductions and General Fund non-local travel and training; \$84,970 offsets the salary of a Community Center Director to be paid from increased fees for audio/athletics; and a decrease of \$143,615 shifts 4.0 FTE to the Income Tax-Infrastructure Fund 302. The General Fund budget reflects the addition of \$100,000 for a position vacancy adjustment in 2003 and 2004. The budget also reflects the addition of \$50,000 and 2.4 FTE for the new Aquatic Facility.

After considering the inflationary increases and adjusting for reductions to management compensation, the Restricted Funds expenditure increase of 5.4% over the 2002 Restricted Funds budget is partially offset by estimated increases in revenue from the new College Hill and Madisonville Recreation Centers, as well as by the proposed fee increases for athletics and audio programs. The 2004 budget changes primarily by inflationary increases.

Explanation of Staffing Changes

General Fund	(16.6)	Restricted Funds	4.0	All Funds	(12.6)
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Departmental Budgets



The total FTE is 453.7 for 2003 which is a decrease of 12.6 FTE from the 2002 budget. The General Fund budget decreases by 19.0 FTE, including a shift of 4.0 FTE to the Income Tax-Infrastructure Fund 302 for feasibility and productivity improvements, and increases by 2.4 FTE to staff the Department's new Aquatic Facility.

2003-2004 Capital Budget

The Department of Recreation's Biennial Capital Budget totals \$4,810,000 in 2003 and \$16,003,400 in 2004 in the General Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program. The 2003-2004 Biennial Capital Budget includes \$750,000 in 2003 and \$4,750,000 in 2004 for the construction of a new recreation center in the Mt. Washington neighborhood. This new 28,000 square foot center would include two gymnasiums, multi-purpose rooms, senior programming facilities, and after school and day camp facilities. The projected full-year General Fund operating costs for this new recreation center are \$263,680 in 2005, \$271,850 in 2006, \$280,280 in 2007, and \$288,970 in 2008. Planned reimbursements to the Department of Recreation's operating budget from capital projects total \$528,000 in 2003 and \$544,370 in 2004.



REGIONAL COMPUTER CENTER

Functions and Duties

- ♦ The Regional Computer Center provides information and communications technology solutions that increase the business effectiveness of local government, law enforcement agencies, and other customers in the Hamilton County region. The Center includes sections for City, County, City/County shared GIS, and local law enforcement and a shared area section which provides services internally to the other sections.

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$4,565,480	\$3,725,880	-18.4%	\$3,860,710	3.6%
Restricted Funds	\$881,150	\$1,492,770	69.4%	\$1,515,840	1.6%
Total	\$5,446,630	\$5,218,650	-4.2%	\$5,376,550	3.0%
Total With Employee Benefits	\$5,492,000	\$5,390,420	-1.8%	\$5,567,390	3.3%
All Funds Staffing	203.8	201.0	(2.8)	201.0	0.0

Explanation of Budget Changes

The Regional Computer Center's (RCC) all funds 2003 departmental budget of \$5,218,650, not including employee benefits, is a 4.2% decrease from the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the 18.4% decrease in the 2003 General Fund budget primarily consists of an increase of \$118,000 related to the transfer in of the Radio Services Section from the Police Department, and the following reductions: 1) a \$482,000 service reduction in the CINSY section of RCC for support of four centrally funded projects: the Metropolitan Area Network (MAN), the Human Resources Information System (CHRIS), the Cincinnati Financial System (CFS), and Network Services, which is the shared resource between the City, County, and CLEAR (Cincinnati Law Enforcement Applied Regionally); 2) \$118,000 due to the elimination of two Radio Services FTE; 3) \$44,800 for training and non-local travel; and 4) \$39,000 for reimbursement to the General Services Director's Office, which is no longer needed due to the citywide reorganization plan. A \$350,000 non-personnel reimbursement has also been added to the 2003 budget, representing resources that will be directed toward the Police Department's collaborative agreement.

The Restricted Funds 2003 budget is a 69.4% increase (\$611,620) over the 2002 budget for expenses related to the transfer of the Radio Services Section of the Police Department to the Communications Technology Services Section of RCC. With this transfer, radio and telecommunications technicians are combined, which is necessary for the successful implementation of the City's new 800-megahertz communications system. The 2004 budget changes primarily by inflationary increases.

As part of the citywide reorganization plan, the General Services Department was eliminated and the Regional Computer Center became a department.

Departmental Budgets



Regional Computer Center Continued

Explanation of Staffing Changes

General Fund	0.0	Restricted Funds	(2.8)	All Funds	(2.8)
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The total FTE is 201.0 for 2003 and 2004, which is a net decrease of 2.8 FTE from the 2002 FTE complement of 203.8. In the General Fund, 2.0 Radio Services FTE were added in 2002 as part of the transfer of the Radio Services Section from the Police Department and these positions are eliminated. In the Regional Computer Center Fund 702, 7.8 unfunded FTE are eliminated, along with 3.0 FTE in the Operations Section of RCC that are no longer needed. In the Cable Communications Fund 424, 8.0 Radio Services FTE were transferred to the Communications Technology Services Section of RCC from the Police Department during 2002, offset by the elimination of 1.0 FTE which is not related to Radio Services. Additionally, 1.0 FTE was transferred from the former General Services Department to RCC as part of the citywide reorganization plan.

2003-2004 Capital Budget

The Regional Computer Center's Biennial Capital Budget totals \$10,283,700 in 2003 and \$4,489,800 in 2004. A total of \$8,900,000 in 2003 and \$3,200,000 in 2004 is included in the General Capital Budget, with \$1,383,700 in 2003 and \$1,289,800 in 2004 included in the Restricted Funds Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program.



DEPARTMENT OF SEWERS

Mission Statement

The mission of the Department of Sewers is to protect and enhance water quality and the environment by providing safe and efficient wastewater collection and treatment to our customers. We will provide our customers and the community with quality, cost effective collection and treatment of wastewater, and "on-time" engineering, regulatory and administrative services. We will do this by:

- Ensuring the public health by continuing to comply with and increasing our participation in the development of regulations;
- Maintaining, expanding and enhancing our processes and facilities;
- Continuing to build the confidence of our customers, local government officials and regulators;
- Using innovative technology; and
- Building a cooperative environment that values the employee and supports MSD's vision.

Functions & Duties

The Department of Sewers is responsible for the management and operations of the Metropolitan Sewer District of Greater Cincinnati by agreement between the Board of Hamilton County Commissioners and the City of Cincinnati. The District serves 33 municipalities in addition to the unincorporated areas of Hamilton County. The seven divisions of the district are as follows:

- ◆ **Office of the Director:** Responsible for coordinating the overall operation of MSD.
- ◆ **Wastewater Treatment:** Operates all treatment plants and pump/lift stations in compliance with all Federal and State permits in order to protect public health and to meet the goals and objectives of the Clean Water Act.
- ◆ **Wastewater Collection:** Provides a safe collection of sewage and industrial waste and conveys the wastewater to the treatment facilities.
- ◆ **Industrial Waste:** Responsible for the implementation of an industrial waste management and surcharge program which includes sampling, analyzing and the evaluation of industrial waste discharged to the public sewer system; is responsible for the district's compliance with the terms and conditions of the National Pretreatment Program and all supporting activities.
- ◆ **Wastewater Engineering:** Provides engineering services to the Sewer Department and the public to achieve a sanitary sewer system that complies with all applicable design usage and regulatory criteria to improve water quality and coordinates the planning and implementation of the District's Capital Improvement Program.
- ◆ **Wastewater Administration:** Manages and administers the personnel, financial, safety, stores, and reproduction activities and functions as the bridge between the operating divisions and other City agencies.
- ◆ **Stormwater Management Utility:** Protects Cincinnati by effective stormwater management through such activities as capital improvement projects, drainage master planning, regulation and enforcement, permit administration, routine maintenance, remedial maintenance, and flood control. This division has jurisdiction only in the City of Cincinnati, but it is managed by the Sewers Department.

Departmental Budgets



Department of Sewers Continued

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund					
Restricted Funds	\$82,977,600	\$83,393,650	0.5%	\$86,284,630	3.5%
Department Total	\$82,977,600	\$83,393,650	0.5%	\$86,284,630	3.5%
Debt Service	\$45,002,400	\$43,682,900	-2.9%	\$46,014,400	5.3%
Total With Employee Benefits	\$137,376,110	\$135,580,790	-1.3%	\$141,041,720	4.0%
All Funds Staffing	752.0	724.0	(28.0)	724.0	0.0

Explanation of Budget Changes

The Department of Sewers all funds 2003 departmental budget of \$83,393,650, not including employee benefits, debt service, or overhead, is a 0.5% increase over the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation, the budget change is primarily due to staff reductions, offset by inflationary increases, in the Metropolitan Sewer District and Stormwater Management Utility (SMU) budgets.

Explanation of Staffing Changes

General Fund **0.0** **Restricted Funds** **(28.0)** **All Funds** **(28.0)**

The total FTE is 724.0 for 2003 and 2004, which is a reduction of 28.0 FTE from the 2002 budget. The MSD FTE count of 705.0 is a reduction of 25.0 FTE. The SMU FTE count of 19.0 is a reduction of 3.0 FTE. The FTE decrease is a continuation of staff reductions to bring about efficiencies while leveling operational costs.

2003-2004 Capital Budget

The Department of Sewers' Biennial Capital Budget totals \$65,602,800 in 2003 and \$67,937,700 in 2004 in the Restricted Funds Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program.

Metropolitan Sewer District (MSD) Fund 701

The MSD departmental budget of \$78,615,710, not including employee benefits, debt service, or overhead, is an increase of 0.7% over the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation, the budget change is primarily due to estimated year-end operating expenditures being lower in 2002 than the approved 2002 budget. The 2003 budget was based on 2002 estimated year-end operating expenditures. Personnel cost decreased as a result of a 25.0 FTE reduction. Additional security measures (\$206,200) and an increase in building insurance (\$240,000) in response to

Departmental Budgets



Department of Sewers Continued

potential terrorists activities increases non-personnel costs. An increase of \$376,580 also occurred in automotive equipment where the replacement of one flush/vac vehicle (\$255,000) and one TV truck (\$175,000) is budgeted. Both are needed to reduce vehicle repair down time and for MSD to meet the Interim Consent Decree requirements for the remediation of Sanitary Sewer Overflows in Hamilton County. The Interim Consent Decree is the agreement between MSD and the US Environmental Protection Agency that obligates MSD to eliminate the 17 most active Sanitary Sewer Overflows (SSOs) in the next five years, gives a reasonable amount of time to identify the most effective way to eliminate all remaining SSOs, and allows MSD to resolve the issues with minimal impact on customer rates. The 2004 budget changes primarily by inflationary increases.

	2002	2003	Change	2004	Change
General Fund					
Restricted Funds	\$78,048,020	\$78,615,710	0.7%	\$81,482,580	3.7%
Department Total	\$78,048,020	\$78,615,710	0.7%	\$81,482,580	3.7%
Debt Service	\$43,837,000	\$42,561,000	-2.9%	\$44,936,000	5.6%
Total With Employee Benefits	\$131,074,980	\$129,459,680	-1.2%	\$134,933,870	4.2%
All Funds Staffing	730.0	705.0	(25.0)	705.0	0.0

Stormwater Management Utility (SMU) Fund 107

The Sewers 2003 SMU departmental budget of \$4,777,940, not including employee benefits, debt service, or overhead, is a decrease of 3.1% from the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation, the budget change is primarily due to reductions in personnel. Reductions were made in personnel with a 3.0 FTE decrease (\$150,000 in salary and benefits) in budgeted positions reflecting a more efficient operation. Adjustments within the SMU budget will allow for compliance with the National Pollutant Discharge Elimination System (NPDES) Phase II permit requirements (\$232,483) set forth by the United States Environmental Protection Agency. NPDES requires local governments to take action to improve water quality in areas rivers and streams. Communities will be required to reduce the pollution load coming from their storm sewers and ditches. Local governments are required to develop a storm water management program that implements minimum control measures by March 10, 2003. SMU will continue to meet all major services including flood control, drainage master planning, capital improvement projects, and routine and remedial maintenance. The 2004 budget changes primarily by inflationary increases.

Departmental Budgets



Department of Sewers continued

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund					
Restricted Funds	\$4,929,580	\$4,777,940	-3.1%	\$4,802,050	0.5%
Department Total	\$4,929,580	\$4,777,940	-3.1%	\$4,802,050	0.5%
Debt Service	\$1,165,400	\$1,121,900	-3.7%	\$1,078,400	-3.9%
Total With Employee Benefits	\$6,301,150	\$6,121,110	-2.7%	\$6,107,850	-0.2%
All Funds Staffing	22.0	19.0	(3.0)	19.0	0.0



SOUTHWEST OHIO REGIONAL TRANSIT AUTHORITY (SORTA)

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund					
Restricted Funds	\$37,301,700	\$35,525,250	-4.8%	\$36,957,890	4.0%
Total	\$37,301,700	\$35,525,250	-4.8%	\$36,957,890	4.0%
Total With Employee Benefits	\$37,301,700	\$35,525,250	-4.8%	\$36,957,890	4.0%
All Funds Staffing					

Explanation of Budget Changes

The 2003 Transit Fund budget for the City's contract with SORTA is a 4.8% decrease from the 2002 budget. This decrease is related to a reduction in the capital local match. The 2003 budget amount of \$35,525,250 is comprised of \$31,918,195 for operating and \$3,607,055 for capital local match. The 2004 SORTA budget of \$36,957,890 is a 4.0% increase over 2003.



DEPARTMENT OF TRANSPORTATION AND ENGINEERING

Mission

The mission of the Department of Transportation and Engineering is to plan, design, build, and manage the maintenance of a balanced transportation network to respond to the varying needs for mobility of persons, goods, and services and to foster a sustainable, well-designed, balanced environment.

Functions and Duties

- ◆ **Office of the Director:** The Office of the Director provides leadership by developing, delivering, and managing the strategic vision of a balanced regional transportation network that responds to the needs of the City of Cincinnati and the region. This office provides administration, accounting, and information technology support for the Department, as well as engineering and surveying services for other City agencies.
- ◆ **Transportation Planning and Urban Design Division:** The Transportation Planning and Urban Design Division provides transportation planning, urban design, and graphic design in order to cultivate the character and enhance the quality of life for the citizens and visitors of Cincinnati. The division develops regional and citywide transportation plans and policies coordinating all the transportation modes including roadway, transit, railroad, bicycle, aviation, and waterway with land use planning. The division provides urban and environmental graphic design for downtown, neighborhood business districts, housing, and industrial areas of the City as well as print graphics for all other City departments.
- ◆ **Engineering Division:** The Engineering Division is responsible for the basic infrastructure of the City of Cincinnati. The division provides civil engineering design, construction management, and project management services, designing and constructing transportation facilities. The division also guides maintenance and recommends and enforces policies for use of right-of way facilities. The division provides for the safety and convenience of the traveling public and enhances the quality of life by beautifying, preserving, and improving the structural integrity and stability of bridges, viaducts, roadways, hillsides, sidewalks, and public lands.
- ◆ **Aviation Division:** The Aviation Division manages the Cincinnati Municipal Lunken and Blue Ash Airports. The division provides for the safe air transportation service for the citizens of Cincinnati by providing the overall operation and maintenance of these City-owned airports and their facilities. The division's mission is to maintain first-class airport facilities that enhance the economic development of the region while maintaining a balance in the quality of life for the surrounding communities.
- ◆ **Traffic Engineering Division:** The Traffic Engineering Division is responsible for providing for the safe and efficient movement of vehicular and pedestrian traffic in the public right-of-way. The Traffic Engineering Division provides design services for the City's traffic signal and street lighting systems. The agency also provides design services for street signs and pavement markings and coordinates traffic control for special events and construction projects.

Departmental Budgets



Department of Transportation and Engineering Continued

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund	\$1,784,830	\$2,954,580	65.5%	\$3,069,450	3.9%
Restricted Funds	\$5,113,900	\$6,627,380	29.6%	\$6,964,180	5.1%
Department Total	\$6,898,730	\$9,581,960	38.9%	\$10,033,630	4.7%
Debt Service	\$963,750	\$939,380	-2.5%		-100.0%
Total With Employee Benefits	\$9,002,170	\$11,898,360	32.2%	\$11,470,880	-3.6%
All Funds Staffing	175.5	197.0	21.5	197.0	0.0

Explanation of Budget Changes

The Department of Transportation and Engineering's all funds 2003 departmental budget of \$9,581,960, not including employee benefits or debt service, is a 38.9% increase over the 2002 budget. After considering the inflationary increases and adjusting for reductions to management compensation and General Fund training and non-local travel, the General Fund change is primarily due to the addition of \$1,625,610 as part of the transfer in of the Traffic Engineering Operations Section from the Department of Public Services, and an increase of \$67,180 to cover the City's portion of the Transit Center operating costs. These increases are offset by the following reductions: \$309,970 related to the elimination of 8 General Fund positions; \$46,630 for increased reimbursements in the Director's Office and the Division of Transportation Planning and Urban Design; \$8,950 in expert services; and \$110,950 for rent that will no longer be needed. The 2004 General Fund changes primarily by inflationary increases.

After considering the inflationary increases and adjusting for reductions to management compensation, the 2003 Restricted Funds budget increase of 29.6% over the 2002 budget is related to the transfer of the Traffic Engineering Operations Section from the Department of Public Services. As part of this reorganization, \$1,079,600 is being transferred from the Income Tax-Infrastructure Fund 302, \$472,580 is being transferred from the Parking Meter Fund 303, and \$340,380 is being transferred from the Street Light Assessment Fund 793. These increases are offset by a \$400,000 reduction to the Income Tax-Infrastructure Fund related to the Crack and Slurry Seal Program, a reduction of \$16,270 from the downgrading of a senior management position, and a \$67,530 reduction related to the elimination of 2 Income Tax-Infrastructure Fund positions. For 2004, the increase is related to inflationary increases and the restoration of \$200,000 to the Crack and Slurry Seal Program. Given the quality of city streets, the Crack and Slurry Seal Program can be reduced for one year.

Explanation of Staffing Changes

General Fund	(6.0)	Restricted Funds	27.5	All Funds	21.5
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The total FTE is 197.0 for 2003 and 2004 which is an increase of 21.5 FTE over the 2002 budget. This change is primarily due to the transfer in of the Traffic Engineering Operations Section from the Department of Public Services to the Department of Transportation and Engineering. As part of this reorganization, a total

Departmental Budgets



Department of Transportation and Engineering Continued

of 31.0 FTE are being transferred to the Department of Transportation and Engineering. These 31.0 FTE include 26.0 FTE from the Income Tax-Infrastructure Fund 302, 2.0 FTE from the General Fund, 2.0 FTE from the Parking Meter Fund 303, and 1.0 FTE from the Street Light Assessment Fund 793. Additional changes include an offsetting reduction of 8.0 FTE in the General Fund, an increase of 0.5 FTE in the General Aviation Fund 104, and a reduction of 2.0 FTE from the Income Tax-Infrastructure Fund 302.

2003-2004 Capital Budget

The Department of Transportation and Engineering's Biennial Capital Budget totals \$38,768,200 in 2003 and \$24,276,400 in 2004. A total of \$37,738,200 in 2003 and \$22,916,400 in 2004 is included in the General Capital Budget, with \$1,030,000 in 2003 and \$1,360,000 in 2004 included in the Restricted Funds Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program. Planned reimbursements to the Department of Transportation and Engineering's operating budget from capital projects total \$2,087,900 in 2003 and \$2,152,625 in 2004.



DEPARTMENT OF WATER WORKS

Mission Statement

The mission of the Greater Cincinnati Water Works is to provide its customers with a plentiful supply of the highest quality water and outstanding services in a financially responsible manner.

Functions & Duties

The Greater Cincinnati Water Works, a municipally owned and operated utility, was purchased by the City of Cincinnati from a private owner in 1839. The service area of the Greater Cincinnati Water Works includes the entire City of Cincinnati, approximately 90% of the rest of Hamilton County, the City of Mason and other areas in the adjacent counties of Butler, Warren, and Clermont in Ohio and the City of Florence and Boone County in Kentucky. In total, the Department's retail service area is approximately 354 square miles and the wholesale service area is approximately 457 square miles.

- ◆ Business Services Division: Responsible for the general administration of the Department, including personnel, purchasing, legal and contractual services. This Division also oversees employee safety, security of plants and facilities, and the financial management of the organization.
- ◆ Commercial Services Division: Responsible for the billing and collection of water and sewer bills. This includes the reading of water meters, the maintenance and repair of such meters, maintaining customer accounting records and the collection of payments, both current and delinquent.
- ◆ Supply Division: Responsible for the operation and maintenance of the three water treatment plants: the Miller Plant (California, Ohio), the Bolton Plant (Fairfield, Ohio) and the Mason Plant (Mason, Ohio). The Supply Division also operates seventeen pumping facilities and twenty-six storage tanks and reservoirs throughout the distribution system.
- ◆ Distribution Division: Maintains the Greater Cincinnati Water Works' distribution system, consisting of over 3,000 miles of underground mains, 235,000 service branches, and thousands of valves and appurtenances throughout the Greater Cincinnati area.
- ◆ Engineering Division: Responsible for water main system, plant and facility design. This Division is also responsible for construction, system records, capital investment, and maintenance planning.
- ◆ Water Quality & Treatment Division: Responsible for all water quality and treatment activities at the Miller Plant, the Bolton Plant, the Mason Plant and throughout the distribution system. This Division is also responsible for maintaining compliance with all State and Federal EPA regulations along with responding to consumers' water quality concerns and conducting studies and research to optimize product quality and cost.

Departmental Budgets



Department of Water Works Continued

Expenditure (in \$) and Staffing (in FTE) Summary					
	2002	2003	Change	2004	Change
General Fund					
Restricted Funds	\$50,523,220	\$54,292,170	7.5%	\$55,914,530	3.0%
Total	\$50,523,220	\$54,292,170	7.5%	\$55,914,530	3.0%
Debt Service	\$27,588,890	\$30,488,910	10.5%	\$32,053,670	5.1%
Total With Employee Benefits	\$85,764,430	\$92,612,190	7.9%	\$96,020,420	3.7%
All Funds Staffing	634.8	645.9	11.1	640.9	(5.0)

Explanation of Budget Changes

The Cincinnati Water Works all funds 2003 departmental budget of \$54,292,170, not including employee benefits, debt service, or overhead, is a 7.5% increase over the 2002 budget. After considering inflationary increases and adjusting for reductions to management compensation, the budget change is primarily due to service expansion into the City of Mason and Northern Kentucky. The operating and maintenance contract with the City of Mason will add \$1,787,190 to operating expenditures. The water sales contract with Northern Kentucky (which began in March 2003) will add \$1,194,360 to operating expenditures. An increase of \$248,020 for building and structure insurance and \$40,680 for EPA license are included in the 2003 budget. The 10.5% increase in the 2003 debt service budget is due to an increase in planned capital investment. The 2004 budget changes primarily by inflationary increases.

Explanation of Staffing Changes

General Fund **0.0** **Restricted Funds** **11.1** **All Funds** **11.1**

The total FTE is 645.9 for 2003 which is an increase of 11.1 FTE over the 2002 budget. This increase is due to the service expansion contract with the City of Mason that was approved by the City Council in March 2002. The total 2004 FTE is 640.9, which is a reduction of 5.0 FTE from 2003. Reductions of 3.0 FTE Water Customer Service Representative 1's and 2.0 FTE Water Meter Readers, from the 2003 budget were due to operating efficiencies created by the Automated Meter Reader project.

2003-2004 Capital Budget

The Greater Cincinnati Water Works' Biennial Capital Budget totals \$66,743,300 in 2003 and \$64,292,500 in 2004 in the Restricted Funds Capital Budget. See Volume II for detailed project descriptions for the 2003-2004 Capital Budget and 2003-2008 Capital Investment Program.



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